Town of Groton



Adopted
FYE 2018 Budget

Fiscal Year Ending June 30, 2018

June 6, 2017

TOWN OF GROTON
FYE 2018 ADOPTED BUDGET
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TOWN OF GROTON

OFFICE OF THE TOWN MANAGER

MARK R. OEFINGER, AICP
TOWN MANAGER
MOEFINGER@GROTON-CT.GOV

45 FORT HILL ROAD, GROTON, CONNECTICUT 06340
TELEPHONE (860) 441-6630 FAX (860) 441-6638
WWW.GROTON-CT.GOV

July 1, 2017

FYE 2018 ADOPTED BUDGET

Dear Members of the Groton Town Council and Representative Town Meeting:

As required by the Groton Town Charter, please find herein the Town of Groton's FYE 2018 Adopted Budget. The adopted budget has two main components: adopted expenditures and anticipated revenues. The mill rate is determined by the amount of revenues needed to be raised by local property taxes to fund the appropriated expenditures minus other anticipated revenues and Fund Balance Applied.

The adopted FYE 2018 budget is $118,897,132, a $2,661,118 or 2.2% decrease from the FYE 2017 Adopted/Adjusted Budget. The budget is divided into six "Areas of Service," and changes in the adopted budgets for these areas of service from the FYE 2017 Adopted/Adjusted Budget are as follows:

- Town Operations (-$524,563 or -1.6%)
- Education Services (-$1,568,239 or -2.1%)
- Capital/Debt Service (-$753,219 or -13.2%)
- Outside Agencies (-$174,302 or -8.6%)
- Subdivisions ($9,026 or 0.2%)
- Contingency ($225,000 or 52.9%)

In addition to the adopted expenditure changes noted above, other major factors impacting the adopted budget/mill rate are the estimated revenues from sources other than current year property taxes, the use of Fund Balance Applied and the impact of the October 1, 2016 revaluation.

The most significant factor impacting Groton's adopted budget for FYE 2018 is the Governor's proposed cut to and uncertainty associated with the level of state funding that Groton will receive to support local education costs. On February 8, 2017 Governor Malloy, as part of his biennium budget proposal, proposed drastic and radical changes to the state's school finance system including the state's long standing Education Cost Sharing (ECS) formula. As a result of the Governor's proposal, Groton stands to lose $9.4 million in ECS funding, over one-third of the funding previously received. In addition, the Governor is proposing that municipalities pay one-third of the state's annual teacher retirement costs for retired teachers who were employed by their municipalities, which is estimated to be $3.9 million for Groton. These two items, a reduction in ECS funding ($9.4 million) and a one-third cost share for teacher retirement costs

($3.9 million) means that Groton would be negatively impacted by the Governor's proposed budget by approximately $13.3 million, which is greater than 10% of Groton's entire proposed budget, represents a 45% decrease in state education funding, and would require a 4+ mill increase to make up for the reduction in state education revenue.

As of July 1st the State had not yet adopted a budget and the final impact of state revenues is unknown. The Town Charter requires that the budget be adopted and a mill rate set for FYE 2018 no later than June 9th.

In addition to the proposed reduction in state aid for education, the recently completed revaluation, effective October 1, 2016 resulted in a net adjusted Grand List of $3,705,520,790 (after adjustments by the Board of Assessment Appeals), which represents a decrease of $84,018,270 million or approximately 2.2% from the October 1, 2015 Grand List. This reduction would bring about a decrease of approximately $1.8 million in property tax revenues using the FYE 2017 mill rate of 21.73 mills. All things being equal, the reduction in the Grand List would bring about a 0.50 mill increase if the October 1, 2016 Grand List were utilized to determine the FYE 2017 budget mill rate calculation.

The FYE 2018 Adopted Budget maintains the 7.75% unassigned Fund Balance, and as a result, only $481,258 of Fund Balance is available to help fund adopted FYE 2018 expenditures. This amount is significantly less compared to previous adopted budgets. As a result, local tax revenues are needed to offset the unavailability of Fund Balance.

In response to an anticipated but unknown reduction in state revenues for education, four revenue scenarios (see p. IV for descriptions) were prepared for the Town Council and the RTM to consider during deliberations on the proposed budget. These four revenue scenarios with their various revenue assumptions would have required a mill rate increase ranging from 1.97 mills to 5.56 mills above the FYE 2017 mill rate of 21.73 mills, a 9.1% to 25.6% increase. For the FYE 2018 Proposed Budget, and depending on the revenue assumption/scenario used, for every $100,000 of assessed value, $2,370 to $2,729 in local property taxes would be owed, an increase of $197 to $556 per $100,000 of assessed value from FYE 2017.

For the purposes of putting forth a proposed budget as required by the Town Charter, Scenario 2 was utilized, which used FYE 2017 state revenue estimates for FYE 2018 instead of the Governor's proposed budget numbers and reduce ECS funding by $5 million. Due to the lack of a state budget and continued uncertainty of state grants, the mill rate for the adopted budget was also calculated utilizing Scenario 2. This scenario requires a mill rate of 23.63, a 1.90 mill or 8.7% increase over the FYE 2017 mill rate of 21.73. As a result of the FYE 2018 Adopted Budget, for every $100,000 of assessed value, $2,363 in local property taxes are owed, an increase of $190 per $100,000 of assessed value from FYE 2017.

In summary, the impacts on the FYE 2018 Adopted Budget are a result of an anticipated reduction in state revenues for education, a decrease in the Grand List as a result of revaluation and a reduction in the amount of General Fund Balance available to help fund the FYE 2018 budget.

GROTON'S BUDGET PROCESS

Chapter IX of the Groton Town Charter, titled "Budget and Finance" sets out in detail the annual budget preparation process and the duties of the Town Council, Representative Town Meeting (RTM), Board of Education, and Town Manager with respect to the annual budget process. In addition, the Charter identifies a specific schedule that must be followed in preparing, reviewing and approving the budget and identifies the type of information that must be presented. A copy of the section of the Charter dealing with the Town budget process is located on p.17.

Town staff began formal development of the FYE 2018 Proposed Budget in October 2016. Format and presentation changes that were first implemented in the FYE 2017 Budget have been continued including the use of a three ring binder instead of bound documents; an enhanced table of contents; reordering of accounts; the removal of Fleet replacement funding from department accounts; creation of a new cost center in Capital Reserve; and the integration of function highlights and cost center information.

Since last summer budget input has been solicited and received from many individuals including the public, the Town Council, the RTM and Town staff. In September 2016 the Town Council requested that Town departments/divisions prepare a listing of "services" that their respective organizations provide. The requested information was provided to the Council in October. In addition, the Town Council and RTM held a joint meeting on November 16, 2016 to discuss the upcoming FYE 2018 budget and both have had the FYE 2018 budget on their respective agendas to discuss. The Town Council reviewed the draft Capital Improvement Program, Computer Replacement Fund and Fleet program earlier this year and provided guidance to the Town Manager on how they wanted to see these items handled in the FYE 2018 Proposed Budget. Finally, anticipated FYE 2017 and 2018 revenues from the state and federal governments and other sources have been estimated.

This year, as in years past, the Town Manager requested all Town department heads to begin their budget preparation by developing a requested FYE 2018 "level service" budget which would maintain necessary and/or current programming. Department heads were also requested to prepare two alternative scenarios that would result in a zero dollar increase and a 5% reduction scenario from their FYE 2017 appropriation. Department budget requests are shown in the "Request FYE 2018" column of the Summary Cost Center page for each function (example on p. 59). The information that departments submitted as part of their alternative budget scenarios was considered by the Town Manager along with other information in formulating the Town Manager's FYE 2018 Proposed Budget for Town Operations.

Finally, while the proposed budget is commonly referred to as the "Town Manager's Budget," the Town Manager and his direct reports have input and control over less than one-third of the adopted budget amount (Town Operations, Contingency, and a portion of Capital Reserve). By Town Charter, the Town Manager has no control over budgets submitted by the Board of Education and the political subdivisions, and from a practical standpoint, cannot alter the debt service that the Town is obligated to pay.

STATE REVENUE DILEMMA – HOW MUCH AND WHEN WILL WE KNOW?

While there has been much discussion, debate and testimony provided, press conferences held, and editorials written concerning the Governor's proposed budget and in particular his proposed changes to the state's school finance system, the state legislature has not, as of this writing, adopted a State budget. Much of the discussion coming out of the State Capitol suggests the Governor's budget proposal, including his proposed education funding proposals, will be either significantly altered or scrapped. Budget discussions will continue in special session after the close of the fiscal year on June 30th and into FYE 2018. As a result, the Town Council and RTM completed their reviews of the FYE 2018 Proposed Budget, including setting the FYE 2018 adopted mill rate, without knowing the order of magnitude/level of state funding for education.

As a result of this unprecedented uncertainty in state education funding, four revenue alternatives were considered for the proposed budget. All four alternatives used the same FYE 2018 proposed expenditures and revenue estimates but excluded state revenues. The amount of state revenue the Town would receive differed in each scenario and the resulting local mill rate was determined based on the state revenue in each scenario. A brief description of the four alternative scenarios for state revenue and mill rates for the FYE 2018 Proposed Budget follows:

Scenario 1:

- Use estimated current year FYE 2017 state revenues (excludes any ECS reduction or teacher retirement cost share).
- The resulting mill rate would increase from 21.73 to 23.70 mills, a 1.97 mill or 9.1% increase.

Scenario 2:

- Use estimated current year FYE 2017 state revenues and reduce ECS funding by $5 million.
- The resulting mill rate would increase from 21.73 to 25.07 mills, a 3.34 mill or 15.4% increase.

Scenario 3:

- Use Governor's proposed budget but exclude teacher retirement cost share.
- The resulting mill rate would increase from 21.73 to 26.21 mills, a 4.48 mill or 20.6% increase.

Scenario 4:

- Use Governor's proposed budget including his proposed reduction of ECS funding and teacher retirement cost share.
- The resulting mill rate would increase from 21.73 to 27.29 mills, a 5.56 mill or 25.6% increase.

As previously stated, Scenario 2 was utilized in the FYE 2018 Adopted Budget and mill rate calculation. The resulting mill rate increased from 21.73 to 23.63 mills, a 1.90 mill or 8.7% increase.

GENERAL FUND EXPENDITURES – HOW THE MONEY IS SPENT

The Town of Groton budget provides funds for six "Areas of Service" - Town Operations; Education Services; Capital/Debt Services; Outside Agencies; Subdivisions; and Contingency (see p. 43 for further information on the Areas of Service/Comparison by Function). The adopted budget for FYE 2018 is $118,897,132 and represents a $2,661,118 or 2.2% decrease from the FYE 2017 Adopted/Adjusted Budget. The adopted decrease is attributable to Education Services (-$1,568,239); Town Operations (-$524,563); Capital/Debt Service (-$753,219); and Outside Agencies (-$174,302). The following is an overview of the six Areas of Service.

TOWN OPERATIONS

The **Town Operations** portion of the budget contains two major components: ***Town Departments*** and ***Town Other***, which includes Non-Departmental (Insurance and Claims and Self-Funded Plans) and Contributions to Other Funds. As presented, the Town Operations portion of the budget is $31,549,404 and represents an -$524,563 or 1.6% decrease from the FYE 2017 Adopted/Adjusted Budget. The Town Operations portion of the budget represents 26.5% of the FYE 2018 Adopted Budget, compared to 26.3% of the FYE 2017 Adopted/Adjusted Budget.

It should be noted that wage increases for four of the five Town union groups and the non-union employees are not included in the Town Operations portion of the FYE 2018 Adopted Budget, pending settlement of union contract negotiations for FYE 2017 and beyond. Instead, it is proposed that funding from Contingency be transferred to the various functions once contracts have been settled.

Town Departments

Due to changing needs, budget constraints, and changes to the Town's revenue structure over the years, all Town departments have modified, decreased, and eliminated a variety of services and programs. In a few instances new programs and services have been added, but only if funding became available as a result of additional funding sources or the elimination of another program/service. Since FYE 2002, and through FYE 2018, 50 full-time positions have been eliminated, a reduction of over 16% of the Town's full-time workforce. For FYE 2018, two needed positions were proposed to be added, to be funded by the General Fund – a Financial Assistant 1 in the Tax division and an Occupational Safety and Health Coordinator in Human Resources. The Financial Assistant I position was approved while the Occupational Safety and Health Coordinator was not fully funded for FYE 2018. In addition, a Maintainer position at Water Pollution Control was approved to be added and funded by the Sewer Fund.

As previously noted, the Town Manager asked all department heads to begin preparation of their FYE 2018 budget submittals by developing "level service" budgets that maintained necessary and/or current programming. For some departments, that means continuing to do what they have been doing during the current fiscal year; for others it means modifying their work program as a result of completing projects or initiatives and/or determining that a particular project, task, or program would no longer be necessary. The budget numbers that appear in the "Request FYE 2018" column represent what would be required in the opinion of the department to maintain necessary and/or current programming.

Town department budget requests for FYE 2018 totaled $24,016,529. Following review by the Town Manager, department/function requests were reduced by $902,745, resulting in a proposed FYE 2018 Town Departments budget of $23,113,784, a $223,230 or 1.0% decrease from the FYE 2017 Adopted/Adjusted Budget amount. After budget deliberations with the Town Council and RTM the FYE 2018 Adopted Budget for Town Departments is $22,724,161, a decrease of $612,853 or 2.6% from the FYE 2017 budget. Town Departments/Function budget changes (p. 43) range from a 1.3% increase for Finance Administration to a 21.8% decrease for Voter Registration.

The narratives in the function highlights include the expected impacts of reductions to the department's budget request throughout the budget process where appropriate.

Table 1 entitled "Town Operations Expenditure Report" on p. VII shows proposed increases/decreases for all Salary and Wages and Operating Expenses. As noted in the table, Salary and Wages represent 53.1% of the adopted FYE 2018 Town Operations budget. In FYE 2010, Salary and Wages for Town Operations totaled $18,195,950 compared to $16,760,509 in the FYE 2018 Adopted Budget, a decrease of $1,435,441 or 7.9% over the last nine years.

In addition, over this same period of time numerous Town operating expenses have seen significant changes in their budgeted amounts. This year, four accounts will see a significant reduction (-5% or more): Postage/Printing/Advertising; Utilities/Fuel/Mileage; Payments/ Contributions; Professional/Technical Services and Equipment/Machinery/Furniture. Likewise, only two accounts are proposed to receive a significant increase (5% or more): Occupational Health & Safety and Computer Equipment. In FYE 2010, operating expenses for Town Operations totaled $6,827,708 compared to $6,170,692 in the FYE 2018 Adopted Budget, which represents a reduction of $657,016 or 9.6% over the last nine years. In order to have a full appreciation of the changes that have occurred in these operating accounts, one has to also take into account inflation that has occurred over this period.

Town Other

The Town Other subsection of the Town Operations budget includes Non-Departmental [Insurance and Claims (1070); Self-Funded Plans (1071)]; and Contributions to Other Funds (1077). The Town Other portion of the Town Operations budget is $8,825,243, an increase of $88,290 or 1.0% from the FYE 2017 Adopted/Adjusted Budget. This increase is attributable to increases in Insurance and claims (1070) of $27,606 or 4.6% and Self-Funded Plans (1071) of $92,273 or 1.2%, offset by a reduction in Contributions to Other Funds (1077) of $31,589.

Summary

In summary, the adopted FYE 2018 Town Operations budget is $31,549,404, a $524,563 or 1.6% decrease from the FYE 2017 Adopted/Adjusted Budget, and represents 26.5% of the FYE 2018 Adopted Budget compared to 26.4% in FYE 2017.

Since 2003, the Town Operations portion of the budget has increased a total of 8.9%, an average of 0.6% per year (see Table 2. Town Operations Adjusted/Adopted Budgets - Fifteen Year Comparison on p. VIII). This modest annual increase, when coupled with built-in conservatively estimated annual cost of living/consumer price index/inflation increases in

operating and personnel services of approximately 2.0+% per year, has effectively resulted in a 21% reduction in the resources available for Town Operations for this same period of time.

Town Operations Expenditure Report							
Account Code	DESCRIPTION	ACTUAL FYE 2016	ADJUSTED FYE 2017	ADOPTED FYE 2018	$ VARIANCE '17' to '18'	% VARIANCE '17' to '18'	% OF TOTAL BUDGET
5101	Regular Full Time	$ 14,465,156	$ 14,832,951	$ 14,593,131	$ (239,820)	-1.6%	46.3%
5102	Part Time Personnel	$ 333,830	$ 318,191	$ 285,537	$ (32,654)	-10.3%	0.9%
5103	Seasonal Personnel	$ 62,164	$ 89,222	$ 62,448	$ (26,774)	-30.0%	0.2%
5104	Overtime Pay	$ 723,261	$ 870,272	$ 831,473	$ (38,799)	-4.5%	2.6%
5105	Longevity Pay	$ 76,058	$ 79,368	$ 72,644	$ (6,724)	-8.5%	0.2%
5106	College Incentive Pay	$ 90,459	$ 103,640	$ 103,777	$ 137	0.1%	0.3%
5107	Shift Replacement Overtime	$ 382,460	$ 321,232	$ 387,338	$ 66,106	20.6%	1.2%
5109	Salary Adjustment	$ 266,185		$ -	$ -	N/A	0.0%
5110	Regular Part Time	$ 152,922	$ 169,451	$ 141,785	$ (27,666)	-16.3%	0.4%
5111	Premium Pay	$ 130,510	$ 110,237	$ 111,585	$ 1,348	1.2%	0.4%
5112	Sick Incentive	$ 50,549	$ 61,925	$ 58,400	$ (3,525)	-5.7%	0.2%
5115	Shift Premium	$ 66,991	$ 79,288	$ 79,288	$ -	0.0%	0.3%
5117	Allowances	$ 29,249	$ 49,346	$ 45,423	$ (3,923)	-7.9%	0.1%
5119	Salary Reimbursements	$ 40,000	$ (25,000)	$ (12,320)	$ 12,680	-50.7%	0.0%
	Salaries and Wages	**$ 16,869,794**	**$ 17,060,123**	**$ 16,760,509**	**$ (299,614)**	**-1.8%**	**53.1%**
5151	Social Security	$ 900,048	$ 964,608	$ 952,046	$ (12,562)	-1.3%	3.0%
5152	Retirement	$ 2,161,996	$ 2,116,025	$ 2,390,095	$ 274,070	13.0%	7.6%
5153	Health Insurance	$ 3,817,682	$ 2,977,143	$ 3,208,448	$ 231,305	7.8%	10.2%
5154	Unemployment Comp.	$ 41,176	$ 16,334	$ 10,000	$ (6,334)	-38.8%	0.0%
5155	Worker's Compensation	$ 343,693	$ 555,004	$ 515,552	$ (39,452)	-7.1%	1.6%
5158	Life Insurance	$ 29,683	$ 29,660	$ 16,479	$ (13,181)	-44.4%	0.1%
5159	Heart & Hypertension	$ 188,612	$ 186,608	$ 181,381	$ (5,227)	-2.8%	0.6%
5160	Health-Retiree-Current	$ 723,810	$ 759,444	$ 874,202	$ 114,758	15.1%	2.8%
5170	Other Post Employment Benefits	$ 1,237,713	$ 940,000	$ 470,000	$ (470,000)	-50.0%	1.5%
	Employee Benefits	**$ 9,444,413**	**$ 8,544,826**	**$ 8,618,203**	**$ 73,377**	**0.9%**	**27.3%**
TOTAL PERSONNEL SERVICES		**$ 26,314,207**	**$ 25,604,949**	**$ 25,378,712**	**$ (226,237)**	**-0.9%**	**80.4%**
5201	Postage/Print/Advertising	$ 141,855	$ 174,013	$ 159,142	$ (14,871)	-8.5%	0.5%
5210	Profession Develop/Train	$ 115,262	$ 139,827	$ 142,912	$ 3,085	2.2%	0.5%
5220	Utilities/Fuel/Mileage	$ 1,294,604	$ 1,376,780	$ 1,274,094	$ (102,686)	-7.5%	4.0%
5230	Pymnts/Contributions	$ 213,091	$ 620,636	$ 580,644	$ (39,992)	-6.4%	1.8%
5240	Boards & Commissions	$ 100	$ 200	$ 200	$ -	0.0%	0.0%
5260	Repairs & Maint-Fac/Equip	$ 162,997	$ 199,386	$ 200,396	$ 1,010	0.5%	0.6%
5261	Software Maint Fees	$ 302,928	$ 334,228	$ 340,544	$ 6,316	1.9%	1.1%
5280	Insurance/Risk Mgmt	$ 530,603	$ 578,485	$ 582,425	$ 3,940	0.7%	1.8%
5281	Occupational Health & Safety	$ 55,816	$ 76,275	$ 96,148	$ 19,873	26.1%	0.3%
5285	Building & Property Damage	$ -	$ -	$ 10,000	$ 10,000	N/A	0.0%
5289	Insurance Claim Payments	$ 61,354	$ -	$ 20,000	$ 20,000	N/A	0.1%
5290	Profess/Technical Service	$ 1,599,704	$ 1,628,425	$ 1,432,672	$ (195,753)	-12.0%	4.5%
5300	Materials & Supplies	$ 728,476	$ 650,436	$ 650,720	$ 284	0.0%	2.1%
5310	Vehicle Oper/Maintenance	$ 11,961	$ 13,400	$ 12,900	$ (500)	-3.7%	0.0%
5315	Vehicle Replacement Fee	$ 192,244			$ -	N/A	0.0%
5316	Vehicle Maintenance Fee	$ 377,870	$ 371,150	$ 369,735	$ (1,415)	-0.4%	1.2%
5317	Vehicle Fuel	$ 381,173	$ 254,437	$ 255,336	$ 899	0.4%	0.8%
5318	Computer Replacement Fee	$ 66,688			$ -	N/A	0.0%
5400	Equip/Machinery & Furniture	$ 171,838	$ 50,840	$ 42,274	$ (8,566)	-16.8%	0.1%
5410	Computer Equipment	$ 27,271	$ 500	$ 550	$ 50	10.0%	0.0%
TOTAL OPERATING EXPENSES		**$ 6,435,835**	**$ 6,469,018**	**$ 6,170,692**	**$ (298,326)**	**-4.6%**	**19.6%**
GRAND TOTAL		**$ 32,750,042**	**$ 32,073,967**	**$ 31,549,404**	**$ (524,563)**	**-1.6%**	

Table 1. Town Operations Expenditure Report

Town Operations Adjusted/Proposed Budgets Fifteen (15) Year Comparison		
Fiscal Year Ending (FYE)	Budget	% change from Previous Year
Adjusted 2003	$ 28,963,762	-
Adjusted 2004	$ 28,089,064	-3.0%
Adjusted 2005	$ 28,037,383	-0.2%
Adjusted 2006	$ 28,937,997	3.2%
Adjusted 2007	$ 30,710,625	6.1%
Adjusted 2008	$ 31,853,363	3.7%
Adjusted 2009	$ 32,720,667	2.7%
Adjusted 2010	$ 32,350,052	-1.1%
Adjusted 2011	$ 32,377,415	0.1%
Adjusted 2012	$ 32,195,298	-0.6%
Adjusted 2013	$ 32,662,872	1.5%
Adjusted 2014	$ 32,745,720	0.3%
Adjusted 2015	$ 33,851,015	3.4%
Adjusted 2016	$ 33,928,603	0.2%
Adjusted 2017	$ 32,073,967	-5.5%
Adopted 2018	$ 31,549,404	-1.6%
Increase over fifteen years: 2003 to 2018	---------->	8.9%
Average Fifteen Year Increase	---------->	0.6%

Table 2. Town Operations Adjusted/Proposed Budgets. Fifteen Year Comparison

EDUCATION

The proposed Education Services budget as submitted by the Board of Education/ Superintendent of Schools was $77,745,293 and represented a $1,277,054 or 1.7% increase from the FYE 2017 Adopted/Adjusted Budget. As per the Town Charter, the Town Manager must submit the proposed Education budget with no adjustments. During budget deliberations the Education budget was reduced by $2,845,293 to $74,900,000 or a 3.7% decrease. The Board of Education will be closing an elementary school as a result of this reduction. As adopted, this budget represents 63% of the FYE 2018 Adopted Budget compared to 62.9% in FYE 2017.

Other budgeted education-related expenses that are not contained in the Education Services budget include Outside Agencies - VNA - School Health (10541); other school programming activities (1024); School Crossing Guards (1024 and 1090); Debt Service for school related projects (1076); and a portion of the Capital Reserve contribution (5010 and 1075) to support approved education facility related capital improvement projects.

CAPITAL/DEBT SERVICE

This area of service accounts for General Fund contributions that are made to the Town's Capital Reserve function, as well as debt service payments including interest and principle payments made on bonded projects. The adopted FYE 2018 appropriation for Capital/Debt Service is $4,958,538 which is a $753,219 or 13.2% decrease from the FYE 2017 appropriation. The Capital/Debt Service account represents 4.2% of the FYE 2018 Adopted Budget compared to 4.7% in FYE 2017.

The Town's FYE 2018 contribution to the Capital Reserve Fund is $448,000, which is a $296,000 or 39.8% decrease from the FYE 2017 amount. Due to the limited Capital Reserve Fund balance estimated to be $1.8 million as of June 30, 2017, the proposed Capital Reserve Fund amount of $448,000 is needed to cover a portion of the proposed project costs in this year's Capital Improvement Program request. As noted in years past, the Town continues to have a growing backlog of capital improvement needs and a minimal Capital Reserve Fund balance. In an effort to address this concern, last year a new Capital Reserve Contribution cost center was proposed so that annual contributions above and beyond what is needed to fund current year projects could be considered. For FYE 2017, a $100,000 contribution was authorized, but due to severe budget constraints no contribution was funded for FYE 2018. (p. 219)

The Town's budgeted debt service payment is decreasing $457,219 or 9.2% from $4,967,757 in FYE 2017 to $4,510,538 in FYE 2018. (p. 227)

OUTSIDE AGENCIES

The Outside Agencies service area includes Functions 1007 Regional Agencies and 1054 Health/Service/Cultural Agencies. For FYE 2018, the adopted budget for Outside Agencies is $1,845,751, which is a $174,302 or 8.6% decrease from the FYE 2017 Adopted/Adjusted Budget. The adopted Outside Agencies budget represents 1.6% of the FYE 2018 Adopted Budget compared to 1.7% in FYE 2017. (pp. 194-200)

- **Regional Agencies (1007)** funding totals $132,034, which is a $5,381 or 3.9% decrease from the FYE 2017 appropriation. Funding for the Southeastern Connecticut Council of Governments (SCCOG); the Southeastern Connecticut Enterprise Region (seCTer); and the Southeastern Connecticut Probate Court is the same as last year. Southeast Area Transit (SEAT) is down $5,381 and is a result of a recently completed service study which included a revised local match formula.

- **Health/Service/Cultural Agencies (1054)** is the largest function area in the Outside Agencies area of service. This function includes the Town and City contributions to the Ledge Light Health District; the cost of services provided by the Visiting Nurse Association (VNA) to the Board of Education, as well as health promotion activities; funding for outside social service and cultural agencies; and the marine sewage disposal service. Groton Ambulance, Mystic River Ambulance, Mystic Noank Library and Bill Memorial Library have been moved to this function for FYE 2018. The overall budget for this function is $1,713,717, a $168,921 or 9.0% decrease from the FYE 2017 appropriation.

The contribution of $292,530 to the Ledge Light Health District (10540) represents a $288 or 0.1% decrease. The contribution is based on the population estimates provided by the State Department of Health. The per capita rate of $7.37 is $0.08 higher than FYE 2017. The contribution of $292,530 includes a $68,069 contribution on behalf of the City of Groton.

With respect to the VNA - School Health (10541), the budget for FYE 2018 is $1,072,570 which is a decrease of $105,160 or 9% under the FYE 2017 amount. The decrease is based on the expected reduction in services due to the elementary school closing. The other VNA account, Health Promotion (10542), is funded at $42,590 which is the same as FYE 2017.

Service Agencies (10545) and Cultural Agencies (10546), which are commonly referred to as "outside agency requests," were reviewed by a committee of Town employees and their recommendation was forwarded to the Town Manager. Requests received totaled $99,991, and the committee recommended funding in the amount of $68,191, a $3,041 increase over FYE 2017. During budget deliberations this was reduced to the FYE 2017 funding level of $65,150. Finally, Marine Sewage Disposal (10547) is funded at $19,980, the same amount as FYE 2017. This program provides pump out boat services along the Mystic River, Fishers Island Sound, and the Thames River.

The Bill Memorial Library is funded at $20,000 and the Mystic Noank Library is funded at $122,921 for FYE 2018.

Both Groton Ambulance ($52,976) and Mystic River Ambulance ($25,000) were funded at the same level as FYE 2017.

SUBDIVISIONS

The Subdivisions service area includes payments to and for services (police, highway and street lighting) for the City of Groton (1090), Groton Long Point (1091), and the various fire districts through the Fire Districts PILOT Program (1092). As per the Town Charter, the Town Manager submits the subdivisions' budget requests to the Town Council/RTM with no adjustments. Payments for the City of Groton, Groton Long Point and the Fire Districts PILOT for FYE 2018 total $5,260,577, a $276,164 or 5.5% increase above the FYE 2017 appropriation. Funds in this service area represent 4.2% of the FYE 2018 Adopted Budget compared to 4.1% in FYE 2017.

- **City of Groton (1090)** requested funding for police, highway and streetlights was $4,320,620, a decrease of $4,926 or 0.1% compared to FYE 2017. The request for police services was $2,417,277, an increase of $113,384 or 4.9% from FYE 2017. In the FYE 2018 Adopted Budget, police services are funded at $2,243,802. The funding request for highway was $2,029,006, an increase of $120,704 or 6.3% from their FYE 2017 request. In the FYE 2018 Adopted Budget, highway is funded at $1,963,250. In addition, the Town pays for street lighting in the City ($113,560) and this expenditure will be charged to this function. (p. 201) (Also see City of Groton budget request.)

- **Groton Long Point (1091)** requested funding for police, highway and streetlights was $454,726, an increase of 41,859 or 10% over FYE 2017. The police budget request was $262,500, an increase of $17,500 or 7.1% over FYE 2017. The highway budget request of $178,750 was an increase of $24,375 or 15.8% over FYE 2017. In the FYE 2018 Adopted Budget, the police budget is funded at $243,530 and the highway budget is funded at $169,813. For FYE 2018, the street lighting expenses for Groton Long Point, which the Town pays, are $13,476. (p. 204) (Also see Groton Long Point budget request.)

- **Fire District PILOT Program (1092)** is funded at $246,000, which is essentially the same amount it has been funded at since FYE 2002. There are two components to the Fire District PILOT program - a state reimbursement PILOT portion and a Town-owned property PILOT program. The need for a Town-wide fire protection service assessment has been discussed for over ten years with no real progress being made. (p. 207)

CONTINGENCY

The Contingency account (1074) is its own service area and represents funds set aside for unforeseen expenses; it is available for any and all expenses contained within the General Fund. Section 9.10.7 of the Town Charter requires that no expenditures be charged directly to the Contingency account. Funds may be transferred from Contingency to any other account upon Town Council approval. Transfers of $10,000 or more require the approval of the Representative Town Meeting (RTM). The Town's Debt Policy and Management/Fiscal Practices specify that an annual Contingency reserve of not more than 2.0% of the General Fund Operating Budget can be appropriated. For FYE 2018, $650,000 was approved for this purpose, a $225,000 increase over the FYE 2017 budget amount. Up until FYE 2016, the Town budgeted Contingency annually at $350,000 for a number of years. The proposed additional funding is to be used to cover a portion of yet to be determined FYE 2017 and FYE 2018 wage increases. The requested Contingency amount equates to approximately 0.5% of the General Fund Operating Budget.

Table 3 entitled "Final Budget Appropriation – Town of Groton - FYE 2004 through FYE 2018 Adopted)" on p. XII shows the dollar and percentage changes for the above noted/discussed "Areas of Service" from year to year and cumulatively for a 15 year period. As noted, since 2004 the Town budget increased on average 1.3% per year while the Town Operations portion of the budget has increased 0.6% on average.

FINAL Budget Appropriation - Town of Groton - FYE 2004 through FYE 2018 Adopted													Adopted/ ADJ	Adopted	Adopted	
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Town Operations	$ 28,089,084	$ 28,037,383	$ 28,937,997	$ 30,710,625	$ 31,853,363	$ 32,720,667	$ 32,350,052	$ 32,377,415	$ 32,195,298	$ 32,662,872	$ 32,745,720	$ 33,851,015	$ 33,928,603	$ 31,948,788	$ 31,549,404	**Town Operations**
% Change from Previous Year	-3.0%	-0.2%	3.2%	6.1%	3.7%	2.7%	-1.1%	0.1%	-0.6%	1.5%	0.3%	3.4%	0.2%	-5.8%	-1.3%	% Change from Previous Year
Average % Change over the 15 years															0.8%	Average % Change over the 15 years
Education	$ 61,015,890	$ 63,530,000	$65,771,300	$ 68,073,295	$ 70,000,000	$ 71,500,000	$ 72,572,500	$ 72,645,500	$ 72,645,500	$ 72,645,500	$ 73,662,715	$ 75,098,943	$ 76,730,239	$ 76,408,239	$ 74,900,000	**Education**
% Change from Previous Year	1.7%	4.1%	3.5%	3.5%	2.8%	2.1%	1.5%	0.1%	0.0%	0.0%	1.4%	1.9%	2.2%	-0.3%	-2.1%	% Change from Previous Year
Average % Change over the 15 years															1.5%	Average % Change over the 15 years
Subdivisions	$ 4,325,510	$ 4,262,479	$ 4,581,248	$ 4,719,027	$ 4,838,436	$ 5,092,447	$ 4,964,012	$ 4,738,765	$ 4,881,072	$ 5,228,394	$ 5,217,249	$ 5,050,470	$ 5,025,247	$ 4,984,413	$ 4,993,439	**Subdivisions**
% Change from Previous Year	-2.6%	-1.5%	7.5%	3.0%	2.5%	5.2%	-2.5%	-4.5%	3.0%	7.1%	-0.2%	-3.2%	-0.5%	-0.8%	0.2%	% Change from Previous Year
Average % Change over the 15 years															0.9%	Average % Change over the 15 years
Capital/Debt Service	$3,914,547	$4,475,985	$4,559,692	$4,536,280	$5,792,780	$6,889,370	$8,461,100	$5,964,650	$6,712,449	$8,233,440	$6,242,337	$6,951,300	$7,906,875	$5,711,757	$4,958,538	**Capital/Debt Service**
% Change from Previous Year	31.9%	14.3%	1.9%	-0.5%	27.7%	18.9%	-6.2%	-7.7%	12.5%	22.7%	-24.2%	11.4%	13.7%	-27.8%	-13.2%	% Change from Previous Year
Average % Change over the 15 years															5.0%	Average % Change over the 15 years
Outside Agencies	$1,605,730	$1,632,431	$1,654,212	$1,687,622	$1,791,791	$1,803,105	$1,913,400	$2,029,363	$2,050,744	$2,043,565	$2,085,937	$2,117,549	$2,147,716	$2,020,053	$1,845,751	**Outside Agencies**
% Change from Previous Year	-3.3%	1.7%	1.3%	2.0%	6.2%	0.6%	6.1%	6.1%	1.1%	-0.4%	2.1%	1.5%	1.4%	-5.9%	-8.6%	% Change from Previous Year
Average % Change over the 15 years															0.8%	Average % Change over the 15 years
Contingency (appropriation)	$ 400,000	$ 400,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 450,000	$ 350,000	$ 350,000	$ 550,000	$ 425,000	$ 650,000	**Contingency (appropriation)**
% Change from Previous Year	-15.4%	0.0%	-12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.6%	-22.2%	0.0%	57.1%	-22.7%	52.9%	% Change from Previous Year
Average % Change over the 15 years															4.4%	Average % Change over the 15 years
Total FINAL Budgets	$ 99,166,241	$102,019,678	$105,504,449	$109,975,249	$114,537,954	$118,024,114	$118,363,339	$117,868,148	$118,485,063	$120,813,771	$119,953,958	$123,069,277	$ 125,738,880	$ 121,558,250	$ 118,897,132	**Total Budgets**
% Change from Previous Year	0.9%	2.9%	3.4%	4.2%	4.1%	3.0%	0.3%	-0.4%	0.5%	2.0%	-0.7%	2.6%	2.2%	-3.3%	-2.2%	% Change from Previous Year
Average % Change over the 15 years															1.3%	Average % Change over the 15 years

Table 3. Final Budget Appropriation – Town of Groton – FYE 2004 through FYE 2018 (Adopted)

GENERAL FUND REVENUES – WHERE THE MONEY COMES FROM

Like all Connecticut municipalities, Groton uses a variety of revenue sources to fund its adopted expenditures. These include general property taxes; state grants in aid-education; state grants in aid-general government; federal grants in aid for education; fees associated with licenses and permits; interest on investments; charges for current services; user fees; and fund balance/other revenue. For the FYE 2018 Adopted Budget, the percentages of revenue coming from these various sources are projected to be as follows:

General Property Taxes	73.8%	Federal Grants in Aid	2.9%
Licenses and Permits	0.3%	Charges for Current Services	1.4%
Revenue from Investments	0.1%	Schools-Library-Recreation	0.2%
State Grants in Aid-Education	17.9%	Other Revenue	0.4%
State Grants in Aid-General Government	2.6%	Fund Balance Applied	0.4%

One of the greatest challenges facing all Connecticut municipalities over the last couple of years is the uncertainty associated with the amount of state funding that will be received. Historically, the Town has used the Governor's estimates in formulating our proposed budget. In most years, the actual funding received from the state has exceeded the Governor's estimates. However this is not the case for FYE 2017 as the Town is expected to receive $453,000 less, primarily as a result of the Governor's mid-year reduction to the Education Cost Sharing grant. The Governor's biennium budget for FYE 2018 released in February 2017 and revised in May 2017 proposes significant cuts to education and other municipal grants. Due to the potential large reductions in state grants for FYE 2018 and the uncertainty of final grant amounts once a state budget is adopted, the FYE 2017 estimated grant payments in the "Estimates of State Formula Aid to Municipalities" have been used for the adopted FYE 2018 revenue.

The following is a summary of the projected FYE 2018 revenues (pp. 29-41), which will be used to fund the adopted FYE 2018 operating budget of $118,897,132.

GENERAL PROPERTY TAXES

The FYE 2018 Adopted Budget increases the mill rate of 21.73 to 23.63, an increase of 1.90 mills. One mill is equivalent to $3,646,232. The property tax levy for FYE 2018 is based on all taxable property in the Town as of October 1, 2016 after adjustments by the Board of Assessment Appeals (BAA).

The revaluation of all real property was finalized for the October 1, 2016 Grand List resulting in a decrease of 2.2% when compared to the 2015 Grand List after the BAA deliberations. An early estimate of the revaluation results anticipated a net change in the Grand List would be a 7% decrease overall. This estimate was based on both the residential and commercial/industrial sectors dropping by 10% from the prior Grand List. Instead, the residential real estate values fell by 6.9%, but commercial and industrial properties' combined increase was 8.6%, and as a result the overall real estate grand list only dropped by 3.2% as compared to the October 1, 2015 Grand List. In addition, it was expected that personal property business asset assessments would drop by 10% but instead the personal property grand list grew by 8.3% and the motor vehicle list grew by 2.1%. The growth in business assets was somewhat unexpected and helped to stave off a larger drop in the overall list than what was originally

anticipated. The net change from the 2015 Grand List to the 2016 Grand List was a reduction of 2.2% overall.

Summary - Total revenue to be raised by general property taxes including supplemental motor vehicles, interest and liens, and prior year taxes is $87,799,970 compared to the FYE 2017 budget of $82,974,393, a 5.8% increase. General property taxes will provide 73.8% of the General Fund budget, as compared to 68.3% last year. (p. 31)

OTHER REVENUES

Licenses and Permits - Revenues generated from licenses and fees will total $365,575, which represents 0.3% of the FYE 2018 Adopted Budget. These funds are received from building and development activity, sporting and dog licenses, and other licenses and fees. The projected revenue from this source is up approximately $66,000 from the FYE 2017 estimate due to an anticipated increase in building and related permits. (p. 32)

Investments - Over the last couple of years, revenues from investments have significantly decreased due to lower interest rates however rates are now beginning to increase. For FYE 2018, it is estimated that the Town will receive $125,000 in investment income which is the same as the FYE 2017 estimate. (p. 33)

State Grants in Aid-Education – Due to the uncertainty of education grant revenue for FYE 2018, revenues designated from the State of Connecticut for State Grants in Aid-Education are based on the estimates for FYE 2017 from the Governor's proposed FYE 2018 budget. However the Education Cost Sharing grant has been reduced by $5,000,000 in anticipation of reductions to education funding once the final state budget is adopted. Accordingly, the Town will receive $21,259,046 in State Grants in Aid-Education in FYE 2018 which represents 17.9% of the FYE 2018 Adopted Budget. This amount is approximately $5,002,000 less than the FYE 2017 estimate. With the Governor's proposed FYE 2018 budget, 28.3% of the adopted education budget (1080) will be funded from state aid for education in FYE 2018 compared to 35.6% estimated in FYE 2017. (p. 34)

State Grants in Aid-General Government – According to the Governor's proposed FYE 2018 budget, the Town will receive $3,108,263 in State Grants in Aid–General Government. This proposed amount is approximately $1,259,000 less than the FYE 2017 Estimate. The decrease is primarily due to the elimination of the state funded Municipal Project Grant. Overall, the amount of anticipated state aid represents 2.6% of the FYE 2018 Adopted Budget. (p. 35)

Federal Grants in Aid – Revenues from Federal Grants in Aid for FYE 2018 are estimated to be $3,409,019, which represents 2.9% of the FYE 2018 Adopted Budget. The principal Federal Grant in Aid that the Town receives is pupil impact aid, which covers a portion of the cost of educating dependents of personnel assigned to the U.S. Submarine Base. (p. 37)

Charges for Current Services - Revenues for current services are estimated to be $1,685,780, which represents 1.4% of the FYE 2018 Adopted Budget. This amount is a decrease of about $493,000 from the FYE 2017 estimate, which is mainly attributable to a reduction in Conveyance Tax. The FYE 2017 estimate includes the sale of a large apartment complex. (p. 38)

Schools-Library-Recreation Accounts - Revenues from user fees associated with Schools-Library-Recreation activities are estimated to be $207,885, which represents 0.2% of the FYE 2018 Adopted Budget. (p. 39)

Other Revenue - Other Revenue is estimated at $455,336, which is a decrease from the FYE 2017 Estimate of $496,724. This decrease is primarily related to a one-time payment received in FYE 2017. (p. 40)

Fund Balance Applied - It should be noted that as a result of last year's budget deliberations, $666,693 of the Fund Balance was approved to be used to support the FYE 2017 budget. It is anticipated that an additional $401,441 will be needed to fund FYE 2017 expenditures. In the FYE 2018 Adopted Budget, $481,258 is being applied from Fund Balance to fund expenses in FYE 2018. With this year's allocation of Fund Balance Applied, the unassigned Fund Balance is projected to be 7.75% of expenditures or approximately $9.2 million, which is the minimum per the Debt Policy and Management/Fiscal Practices. (p. 40)

Summary - As shown in Table 4 entitled "Trends in General Fund Current Revenues (excluding Fund Balance Applied)" on p. XVI, the trend has been for state, federal, and other revenues to decline while property taxes are used to make up the shortfall. In FYE 2008, State/Federal revenues funded 34.5%, Other Revenue funded 4.0% and Property Tax funded 61.5% of all revenues. Over the next nine years, State/Federal and Other Revenue declined as a percentage of revenues while the percentage of Property Tax funding of revenues increased. As noted below, for FYE 2018, State/Federal revenue funding is 23.4%, Other Revenue funding is 2.4% and Property Tax funding is 73.8% of the adopted budget.

OTHER FUNDS

Over the years, the Town has established a number of special funds in order to provide services to the residents of the community. The following is an overview of the major funds that are considered as part of the annual budget process.

Golf Course Fund (2010) – The Shennecossett Golf Course is owned and operated by the Town of Groton, but unlike many other recreation activities/facilities is considered a self-supporting enterprise in which operational expenses are to be funded by income generated by the golf course operation. For FYE 2018, the golf course adopted budget is $1,179,862, which represents a 0.9% decrease from the FYE 2017 Adopted/Adjusted Budget. With projected revenue of $1,215,384 this will leave a projected fund balance for FYE 2018 of $128,275 which equates to 10.8% of expenditures, above the established goal of 10%. From a cost recovery standpoint and using the same criteria, the golf course has a significantly higher cost recovery percentage compared to the other Parks and Recreation program budgets found in Functions 1064 and 3240. (p. 178)

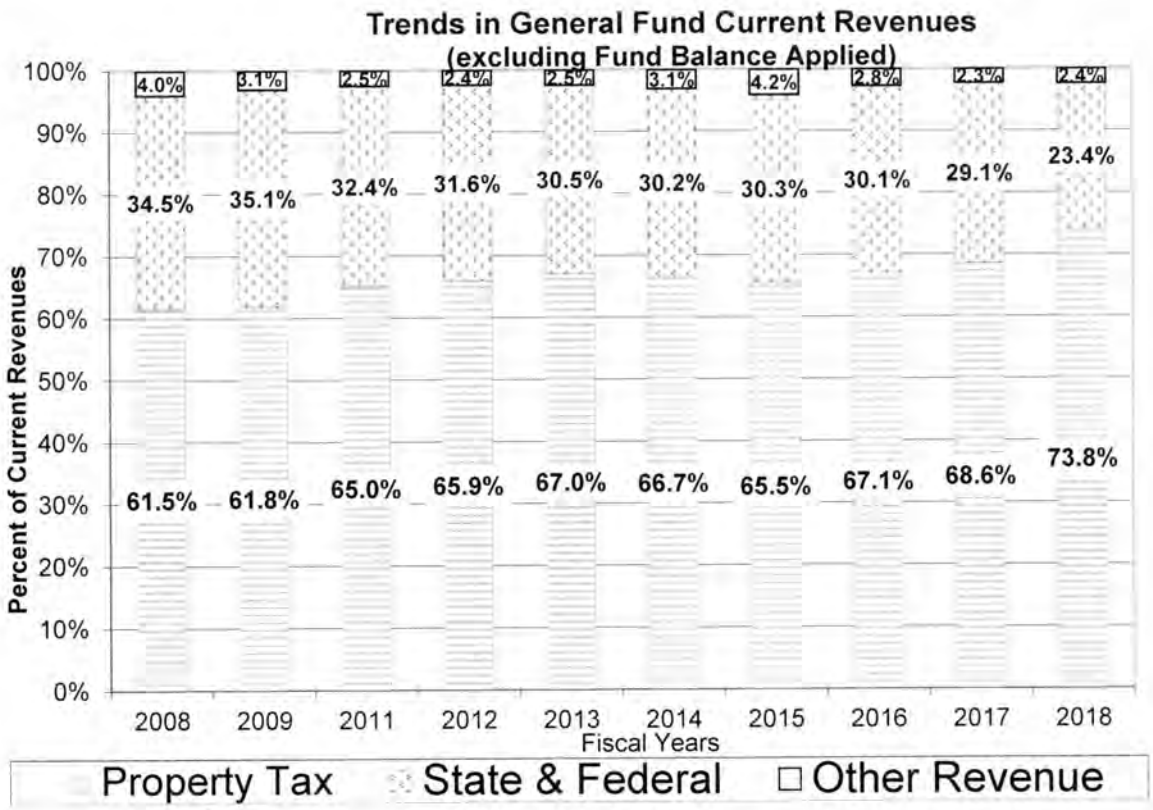


Table 4. Trends in General Fund Current Revenues (excluding Fund Balance Applied)

Sewer Operating Fund (2020) – Water Pollution Control is a 100% user fee funded division of the Public Works Department. The adopted Water Pollution Control budget of $6,994,318 for FYE 2018 represents a 15.1% increase from the FYE 2017 Adopted/Adjusted Budget. The Water Pollution Control Authority has approved the adopted budget. The residential use rate is proposed to increase to $32/month/unit while the commercial users' rate is determined by water usage. Debt service for the Fort Hill Sewer Rehabilitation Project is included in this budget as well as a payment to the General Fund for billing, accounting and general management services provided. (p. 129)

Solid Waste Fund (2030) – The FYE 2018 budget for this fund is $1,477,092, which represents a 1.8% decrease from the FYE 2017 Adopted/Adjusted Budget. The Southeastern Connecticut Regional Resources Recovery Authority (SCRRRA) has set the tipping fee at $58/ton and this $58/ton rate is included in the proposed budget. (p. 135)

Revaluation Fund (2120) – The FYE 2018 budget for this fund is $86,000. The Town contracted with Tyler Technologies for the revaluation process which was effective October 1, 2016. (p. 100)

Recreation and Senior Activities Fund (3240) – This fund was shown for the first time as a budgeted fund in FYE 2012. A non-budgeted special revenue fund was created in 2004 that included recreational programs that were designed to "pay for themselves," i.e. the direct cost of the programs would be covered by fees. Since 2004 an increasing number of recreational programs and expenses have been shifted to the fund. As of FYE 2017, the fund is projected to generate an estimated fund balance of $206,565.

For FYE 2018, the budget for this fund shows a 3.7% increase in expenditures. This increase is primarily due to changes to Camp Button, the summer camp program for special needs teenagers. An increase in registration is expected due to a reduction in fees and a change in the scholarship formula. (p. 183)

Sewer District Fund (4010) – This fund finances the Town of Groton sewer district, which pays the principal and interest on sewer bonds and notes. The principal sources of revenue are the sewer district tax and fund balance applied. The adopted budget for FYE 2018 is $834,176 and represents a 0.7% increase from FYE 2017. The adopted mill rate for FYE 2018 is 0.27 mills and includes the use of $200,000 from the fund's fund balance. (p. 213)

Capital Reserve Fund (5010) – The Capital Reserve Fund contains funds to be appropriated for needed capital improvement projects. The adopted appropriation of $2,817,000 consists of capital improvement projects being funded from the Capital Reserve Fund of $1,448,000 and Sewer Operating Fund (WPCF) projects totaling $1,369,000. One project is proposed to be funded utilizing state LoTCIP funding ($170,000). Twenty-three capital improvement projects were proposed to be funded in FYE 2018, and 16 were approved including 13 for the Town and three Water Pollution Control projects. These projects are part of the Town's six-year Capital Improvement Program (CIP) that is required by both Town Charter and State Statutes. The Planning Commission reviewed the draft CIP and its recommendations were considered in the preparation of the Town's Proposed FYE 2018 through FYE 2023 Capital Improvement Program. (p. 221)

Fleet Reserve Fund (6040) – The Fleet Reserve Fund is supported by user fees which cover the costs of vehicle purchases, maintenance, and fuel. The Fleet Division of the Public Works Department is responsible for the asset management of the Town's fleet and the repair of its construction, operations, and staff vehicles. The adopted Fleet Reserve budget for FYE 2018 is $1,204,092, which represents an 18.5% decrease from the FYE 2017 budgeted amount.

For FYE 2018, the replacement schedule program calls for the replacement of 41 vehicles ($3,729,850) of which 22 are past their replacement date. The proposed budget called for the replacement/refurbishment of 16 out of 41 vehicles scheduled for replacement ($904,850). During budget deliberations the vehicle account was reduced to $535,000.

The departmental contributions to the fund were reduced to 75% of the recommended amount in FYE 2009 and FYE 2010. The percentage was further reduced in FYE 2011 through FYE 2016 to 25%. The FYE 2018 budget includes vehicle replacement fees in a single General Fund account in Contributions to Other Funds rather than in each function. Vehicle maintenance and fuel costs will continue to be budgeted in each function. In an effort to replenish this fund after several years of underfunding, it was proposed that the General Fund fund 100% of its annual contribution. Historically, the Golf Course and Wastewater Treatment have paid 100% of the

scheduled replacement costs. During budget deliberations the General Fund contribution to the Fleet fund was cut by 50% due to budgetary constraints.

The maintenance fees assigned to each vehicle are based on actual maintenance costs which were incurred during the previous three years and then averaged for a one year period. Budgeted vehicle maintenance costs for FYE 2018 are projected to decrease $4,065 or 1.04%.

Unleaded fuel costs are budgeted at $2.17/gallon for FYE 2018 versus $2.10/gallon for FYE 2017 while diesel fuel is budgeted at $2.07/gallon for FYE 2018 compared to $2.04/gallon for FYE 2017. (p. 139)

OTHER CONSIDERATIONS

PERSONNEL COSTS

The following chart shows negotiated wage/salary increases for Town bargaining units and budgeted increases for non-union employees going back to FYE 2012. For FYE 2018 proposed Town Operations department budgets only include negotiated/agreed upon wage/salary increases. As noted below only one out of five Town bargaining units have negotiated contracts in place for FYE 2018, covering approximately 5% of the full-time employees. In addition no increases for non-union employees have been budgeted for at this time. As noted earlier, for FYE 2018 $650,000 was approved to be budgeted for Contingency, a $225,000 increase from the FYE 2017 amount. The additional funding is proposed to be used to cover a portion of the yet to be determined FYE 2017 and FYE 2018 wage/salary increases.

General Wage/Salary Increases	FYE 12	FYE 13	FYE 14	FYE 15	FYE 16	FYE 17	FYE 18	Step Increases
GMEA/CILU (Clerical/Professional)	0.00%	0.00%	2.00%	2.00%	2.25%	Pending	Pending	2%
Police	0.00%	2.00%	2.00%	2.00%	2%/2.5%	Pending	Pending	4%*
Telecommunicators	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	3.00%	2%
USWA (Steelworkers)	0.00%	2.00%	2.00%	2.00%	2.25%	2.25%	Pending	4%
AFSCME (Supervisory)	2.00%	2.75%	0.00%	2.00%	2.00%	Pending	Pending	2%
Non-union	0.00%	3.00%	2.50%	2.00%	2.00%	Pending	Pending	none

*On 4/1/16, Police at top step granted additional $500

FUND BALANCE

According to the Government Finance Officers Association (GFOA), Fund Balance is the cumulative (not annual) difference of all revenues and expenditures from the government's creation. Over the last 15 years, the Town has increased its unassigned Fund Balance from 5% to 7.75% of the total General Fund budget. Most recently, in February 2014 after receiving and accepting the Annual Audit, the Town Council raised the Town's unassigned Fund Balance from 7.5% to 7.75%.

During the Town's recent bond rating presentations in March 2014, August 2016 (Moody's Local Government Issuer Comment Report) and October 2016 (Fitch Surveillance Review) the issue of the Town's unassigned Fund Balance became a topic of discussion with the rating agencies and the Town's financial advisor. The Town is rated either Aa2 or AA by the three bond rating agencies and they consider other municipalities with the same bond rating as our "peer communities." For Connecticut municipalities rated by Moody's with an Aa2/AA rating, the median for their unassigned Fund Balance is 11.3% while the average unassigned Fund Balance for that same peer group is 12.0% based on 2015 data.

Though maintaining the Town's Fund Balance over the last couple of years has sent a positive message to the bond rating agencies, the Town in the near term needs to commit to increasing its unassigned Fund Balance to be more in line with its peer municipalities.

GAINING SOME PERSPECTIVE

For FYE 2018 the Town is confronted with the prospect of significant cuts in state aid for education and, as a result of the October 1, 2016 revaluation, a reduced Grand List resulting in tax revenue reductions of approximately $1.8 million. In addition, there is little likelihood that the state will provide municipalities with significant additional non-educational funding over the next couple of years or that meaningful property tax reform will be implemented. These realities, coupled with anticipated increases in certain personnel and operational budget items, mean that municipalities can expect to see "level" service budgets increase in the 2-3% range. While there is growing optimism with respect to the national, state, and local economy, it is unlikely that the Town's Grand List will grow significantly in the short term. In an effort to help the reader have a better understanding and appreciation of how Groton currently compares to other Connecticut communities, an excerpt from the State of Connecticut/Municipal Fiscal Indicators for Fiscal Years Ended 2011-2015, dated January 2017 has been included (p. 7). A review of a number of the major indicators confirms that Groton, compared to most of the other 168 communities in Connecticut has been in a very enviable position. A summary of these indicators follows:

- Debt per Capita / below the average/median; 100 out of 168
- Education Expenditures per Pupil / below the average/median; 108 out of 168
- Tax Levy per Capital / below the average/median; 144 out of 168
- Property Tax Revenue as a % of Total Revenue / below the average/median; 138 out of 168
- Equalized Mill Rate / below the average/median; 148 out of 168 (does not take into account that Groton has one of the largest commercial/industrial tax bases in the state as a percentage of its grand list.)

While everything is relative, we must not lose sight that Groton has been a very fortunate community from an economic/fiscal perspective and has had incredible good fortune for many decades. In dealing with our changing budget revenue realities, we need to make certain that we do not do damage to our long term prospect for growth and strong financial management practices in order to achieve short term tax relief. Those types of decisions will be more costly to the Town and its residents and businesses in the long term.

UNMET NEEDS

Similar to the FYE 2017 budget, the FYE 2018 Adopted Budget for Town Operations is now, in most instances, a below level service budget. Over the years a number of positions have been eliminated; job descriptions rewritten and positions reclassified; and operating costs reduced.

Previously identified unmet needs that have not been addressed or adequately addressed that should be kept in mind when the proposed budget is being reviewed and future budgets prepared include:

- Approve necessary CIP funding to advance the multi-year Enterprise Resource Planning (ERP) software solution, which represents the best opportunity for the Town to integrate various departments and functions and increase productivity/efficiencies.

- Maintain necessary funding/staffing for enhanced economic development initiatives and marketing with an eye on growing the community's tax base. In FYE 2015 the Town provided the seed money necessary to begin making the community more competitive. Continuing to invest in economic development is the only option available to the Town to increase local revenues in a meaningful way.

- Increase funding for energy conservation enhancements and initiatives. These types of investments over time will reduce operating costs and have a direct positive impact on containing and/or reducing operating costs. The LED streetlight initiative contained in last year's CIP has been recently implemented and additional initiatives have been included in the CIP that warrant consideration.

- Additional funding should be set aside to support community events, activities, and opportunities that present themselves throughout the year that are unknown at budget time. The availability of such funding would allow for more timely decisions by the community to participate in these types of activities (e.g., Sub Century; USS Groton Sail).

- Full funding of the Fleet Replacement Fund should become a priority.

- Increase annual CIP funding and/or bond authorizations to address long-standing capital improvement needs. The FYE 2018-2023 Capital Improvement Program (CIP) identifies over $100 million in needed improvements over the next six years. Clearly this level of work cannot be undertaken given current funding levels and budget constraints. An annual appropriation to grow the Capital Reserve Fund balance was approved in FYE 2017, but due to budget constraints, was not funded in FYE 2018.

LOOKING AHEAD

Following the completion of the FYE 2018 budget review and approval process, it is once again recommended that the Town Council and RTM hold a series of joint meetings during the summer/fall of 2017 to discuss the upcoming FYE 2019 budget. Consideration should be given to engaging the public in a dialogue to help prioritize what services and programs they would like to see provided and the extent to which they are willing to pay for these services and programs.

Looking ahead, the following general precepts should be kept in mind as we move through next year and plan for the FYE 2019 budget:

- Review scope of services provided by the Town, identify core services, and explore funding options with others. Structure the organization to provide these core services in the most efficient and cost-effective manner.

- Evaluate joint endeavors with the Board of Education, political subdivisions and fire districts. While the City, Groton Long Point and the fire districts have the right to provide separate services to their residents, the cost, need, identification of who pays, and viability and economic wisdom of providing duplicative services needs to be taken into consideration.

- Make sure that we do not take on additional responsibilities without an understanding of their impact on current and future budgets and services. We should try to avoid imposing mandates on ourselves, and where possible, simplify rather than make things more complex.

- Increase emphasis on growing revenues to offset tax increases. The steady increase in property taxes as a percentage of revenue has put extreme pressure on operating budgets (and our taxpayers) in an effort to maintain the scope of services desired by the community.

- Regionalization should be embraced in those areas where it would result in cost savings and/or improved efficiencies, and/or bring about greater capabilities. While the Town may need to take the lead in these efforts, it must be careful to assure that costs are shared equitably among participating communities (e.g., emergency dispatch; vehicle maintenance; revaluation; animal control).

- Carefully evaluate whether to continue contributions to outside agencies in light of reductions to Town departments.

Finally, while the regional, state and national economies are continuing to emerge from a prolonged period of difficult economic conditions, growth in Town revenues continues to lag behind. Town Operations has attempted to adapt to these changing economic conditions by reducing its workforce and containing the cost of providing services. Until recently this has been accomplished without recognizable reductions to the services provided to the citizens of Groton. However, as a result of cumulative conservative budgets that have been approved over recent years, particularly the severe budget reductions associated with the adopted FYE 2017 budget

and further reduction associated with the adopted FYE 2018 budget, our ability to continue to do so has come to an end. Unfortunately, over recent years the focus of annual budget deliberations has narrowed to comparisons with the prior year, often with the goal of no increases and/or reductions. In doing so, decisions have been made to reduce and/or not increase contributions to the Fleet Fund, the Capital Reserve Fund, unassigned Fund Balance and facility maintenance in an effort to "hold the line" on increases or to make up for increases in other areas. During this same time period, revenue from the state and federal governments continued to decline as a percentage of funds available to fund the budget as they faced their own budget struggles. In other words, saving for the future through the annual budget process has taken a back seat to meeting current operational needs. An organization can only do this for so long without reinvesting in itself. Schools need to be modernized and/or replaced, roads need to be paved, buildings repaired, equipment replaced, economic development initiatives undertaken in an effort to better position the community, and recreation facilities upgraded, to name a few examples.

Groton has been and continues to be proud of the level and quality of services it provides to its citizens. It may no longer be prudent to maintain all of these services at the expense of not investing in the Town's future. Absent a political consensus as to where to reduce services, the Town needs to place increased emphasis on growing revenue (economic development) and take a comprehensive look at efficiencies and cost savings that may be gained internally and within the fire districts, political subdivisions and others. Over the last decade, despite difficult economic times, the Groton taxpayers have seen fit to invest in the Town's future by approving four relatively recent bond authorizations (the rehabilitation of Thames Street; the Town-wide road rehabilitation program; enhancements to the Groton sewer system infrastructure; and the 2020 School Facilities Initiative). It should be kept in mind that as we implement the FYE 2018 Adopted Budget, Groton's budget situation has more to do with a changing revenue picture than unreasonable growth in expenditures.

ACKNOWLEDGEMENTS

Work began on preparation of the FYE 2018 Adopted Budget in fall 2016 and has involved countless hours of effort by department heads and their respective staffs. In addition to recognizing and thanking the departments for their hard work and dedication in preparing their FYE 2018 budget requests, I would like to especially express my sincere gratitude and appreciation to Cindy Landry, Finance Director; Robert Zagami, Human Resources/Risk Management Director; Robin Moulding, Budget Analyst and Coordinator; Kerry Denham, Financial Assistant II; and Nicki Bresnyan, Assistant to the Town Manager for their commitment and the hard work they put forth in assisting me in the preparation of the FYE 2018 Adopted Budget.

This will be the last budget I prepare for the Town of Groton. I am proud of all that we – the citizens, the staff, and Groton's elected leaders – have accomplished during my 15 years as Town Manager. We have built some of southeastern Connecticut's best schools, saved the Groton Naval Submarine Base three times, built stronger relationships with major employers and improved the quality of life here. We have managed to keep tax increases to a minimum while providing outstanding services to our community.

I began working for the Town as a planner in 1978. Much has changed since then. What hasn't changed is my conviction that government exists to improve the lives of its citizens. Over the years there have been many healthy debates about how that should be done in our community. I have always relished honest conversations that respect the personal integrity of all involved and acknowledge their legitimate concerns. Conversations like these lead to informed decisions. They have made Groton the great community that it is today.

Thank you for the opportunity to serve the Groton community and for all the support that you have provided me throughout my tenure.

Sincerely,



Mark R. Oefinger, AICP
Town Manager

TOWN OF GROTON, CONNECTICUT
PRINCIPAL OFFICIALS

Town Council

Bruce Flax, Mayor
Dean Antipas
Diane Barber
Gregory Grim
Rich Moravsik
Karen Morton
Bonnie Nault
Deborah Peruzzotti
Harry Watson

Representative Town Meeting

Scott L. Newsome - Moderator

District 1
Karin Adams
Joe Baril
Nancy E. M. Gilly
Roscoe Merritt
Joan Steinford
Lori A. Watrous
Ivy R. Williams

District 2
Emily Maher
Jackie Massett
Lian Obrey
Juliette M. Parker

District 3
Alicia T. Bauer
Brandon Marley
Lisa McCabe
Irma J. Streeter
James L. Streeter
Archie Swindell

District 4
Robert Bailey
Jim Evans
Matthew G. Longino
Shawn Powers
Patricia Wagner
Jonathan E. Wilson (R)

District 5
Rafael Burgos, Jr.
Susan Deane-Shinbrot
Robert M. Garcia
Kathy Neugent
Richard Pasqualini, Jr.
Gary Welles

District 6
Jeanne N. Baker
Thomas A. Frickman
Frederick S. Kent
Jim Loughlin
Bruce A. McDermott
Jim Nault
Dutcha Slieker-Hersant

District 7
Clarence Casper
Lynn Crockett Hubbard
Scott L. Newsome
Carolann Quinn
Bobbi Jo Cini

Appointed Officials

Mark R. Oefinger:	Town Manager
Dr. Michael H. Graner:	Superintendent of Schools
Eileen M. Duggan:	Town Attorney

Department Directors

Finance:	Cindy R. Landry
Human Resources:	Robert Zagami
Human Services:	Marjorie D. Fondulas
Library:	Betty Anne Reiter
Parks & Recreation:	Mark Berry
Planning & Development:	Jonathan Reiner
Police:	Louis J. Fusaro Jr.
Public Works:	Gary J. Schneider
Town Clerk:	Betsy Moukawsher

45 Fort Hill Road
Groton, CT 06340-4394
Town Clerk 860-441-6640
Town Manager 860-441-6630

Town of Groton, Connecticut

Text File

Introduced: 1/7/2016 **File Number:** 2016-0023

Version: 2 **Status:** Passed

RESOLUTION ADOPTING THIRTIETH GROTON TOWN COUNCIL GOALS

RESOLVED, that the 30th Groton Town Council adopts the following goals for 2016-2017:

Charter Revision

- Establish a Charter Revision Commission.

Budget/Fiscal Responsibility

- Evaluate Town and other community services with a focus on prioritizing Town expenditures.

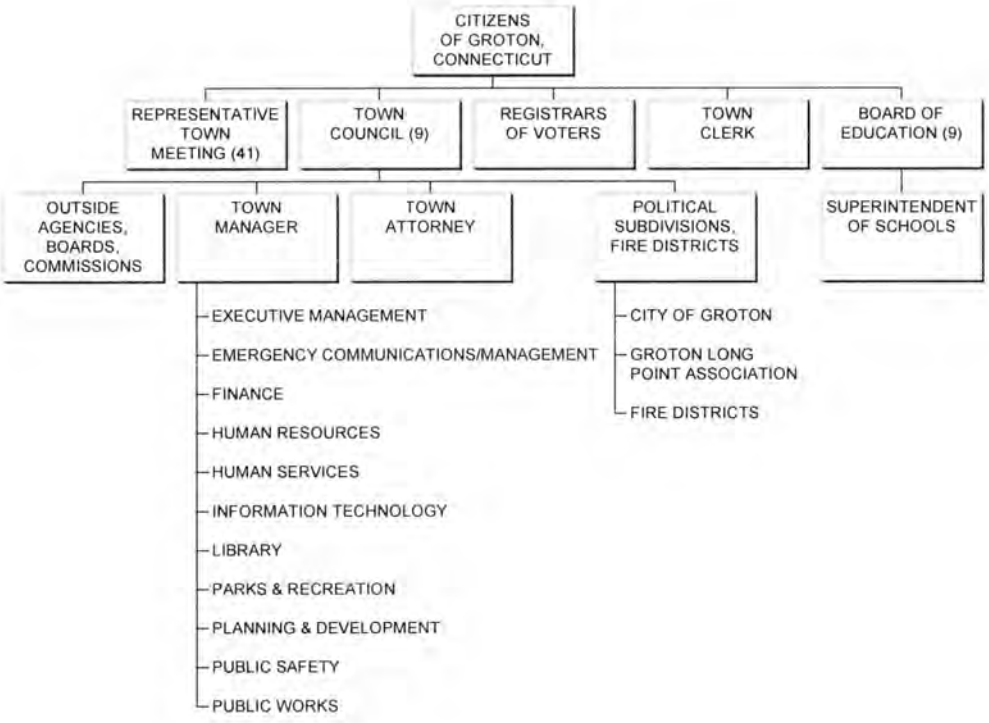
Increase Town Revenue

- Continue to support Town-wide community and economic development with a focus on the Thames Street, Route 117, Airport, Downtown Groton, and Downtown Mystic areas.

Communication

- Brand and market "One Groton."

TOWN OF GROTON
ORGANIZATION CHART



FYE 2018

Groton, Connecticut

CERC Town Profile 2016 *Produced by The CT Data Collaborative*

Town Hall
45 Fort Hill Road
Groton, CT 06340
(860) 441-6630

Belongs To
New London County
LMA Norwich - New London
Southeast Economic Dev. Region
Southeastern Connecticut Planning Area



Incorporated in 1705

Demographics

Population (2010-2014)

	Town	County	State
2000	39,907	259,088	3,405,565
2010	40,115	274,055	3,574,097
2014	40,136	274,071	3,592,053
2020	38,172	283,665	3,702,469
'14 - '20 Growth / Yr	-0.9%	0.6%	0.5%

	Town	County	State
Land Area (sq. miles)	31	665	4,842
Pop./Sq. Mile (2010)	1,293	412	742
Median Age (2010-2014)	32	41	40
Households (2010-2014)	16,283	106,882	1,356,206
Med. HH Inc. (2010-2014)	$60,157	$66,693	$69,899

Race/Ethnicity (2010-2014)

	Town	County	State
White	29,498	211,433	2,508,360
Black	2,704	15,500	365,871
Asian Pacific	1,988	11,690	145,842
Native American	33	144	1,105
Other/Multi-Race	3,137	20,241	282,094
Hispanic (Any Race)	3,981	25,384	512,795

	Town	County	State
Poverty Rate (2010-2014)	8.6%	9.1%	10.5%

Educational Attainment (2010-2014)

	Town		State	
High School Graduate	7,222	28%	677,887	28%
Associates Degree	1,926	8%	180,321	7%
Bachelors or Higher	9,019	35%	908,551	37%

Age Distribution (2010-2014)

	0-4		5-14		15-24		25-44		45-64		65+		Total	
Town	3,053	8%	3,837	10%	7,607	19%	11,089	28%	9,119	23%	5,431	14%	40,136	100%
County	14,320	5%	32,315	12%	38,674	14%	67,521	25%	79,834	29%	41,407	15%	274,071	100%
State	194,338	5%	452,157	13%	489,981	14%	892,275	25%	1,032,223	29%	531,079	15%	3,592,053	100%

Economics

Business Profile (2014)

Sector	Units	Employment
Total - All Industries	1,046	25,693
23 - Construction	46	151
31-33 - Manufacturing	18	10,968
44-45 - Retail Trade	150	2,095
62 - Health Care & Social Assistance	105	1,686
72 - Accommodation And Food Services	123	2,270
Total Government	57	3,373

Top Five Grand List (2014)

	Amount
Pfizer Inc.	$403,988,710
Electric Boat Corp	$260,705,225
Ledges Groton #199Y LP	$21,222,950
Groton Devel Assoc	$19,286,806
Exit 88 Hotel LLC	$18,753,980
Net Grand List (SFY 2013-2014)	$3,868,863,246

Major Employers (2014)

U S Navy Submarine Base
Pfizer Inc.
TASMG (Hellicopter Repair)
Electric Boat Corp
Town of Groton

Education

2013-2014 School Year

	Grades	Enrollment
Groton School District	PK-12	4,657

Pre-K Enrollment (PSIS)

	2011-2012
Groton School District	236

4-Year Cohort Graduation Rate (2013-2014)

	All	Female	Male
Connecticut	87.0%	90.0%	84.0%
Groton School District	84.0%	90.0%	79.0%

Connecticut Mastery Test Percent Above Goal (2013)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Reading	54.8%	56.9%	61.9%	62.7%	81.3%	76.3%
Math	63.6%	61.6%	61.3%	65.4%	59.5%	65.2%
Writing	57.3%	60.0%	58.0%	63.1%	68.5%	67.3%

Rate of Chronic Absenteeism (2012-2013)

	All	K - 3	4 - 8	9 - 12
Connecticut	11.5%	8.9%	9.0%	16.9%
Groton School District	12.3%	8.8%	8.3%	23.2%

No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

Groton, Connecticut

CERC Town Profile 2016

Connecticut Economic Resource Center

Government

Government Form: Council - Manager

Total Revenue (2014)	$130,721,622	Total Expenditures (2014)	$126,270,189	Annual Debt Service (2014)	$5,707,146
Tax Revenue	$81,882,690	Education	$82,192,134	As % of Expenditures	4.5%
Non-tax Revenue	$48,838,932	Other	$44,078,055	Eq. Net Grand List (2014)	$5,453,605,492
Intergovernmental	$46,217,827	Total Indebtedness (2014)	$59,282,038	Per Capita	$135,773
Per Capita Tax (2014)	$1,998	As % of Expenditures	46.9%	As % of State Average	94.0%
As % of State Average	74.0%	Per Capita	$1,476	Moody's Bond Rating (2014)	Aa2
		As % of State Average	63.7%	Actual Mill Rate (2014)	20.72
				Equalized Mill Rate (2014)	14.72
				% of Net Grand List Com/Ind (2014)	25.6%

Housing/Real Estate

Housing Stock (2010-2014)

	Town	County	State
Total Units	18,348	121,096	1,490,381
% Single Unit (2010-2014)	46.0%	65.0%	59.0%
New Permits Auth (2015)	22	531	6,077
As % Existing Units	0.1%	0.4%	0.4%
Demolitions (2015)	5	89	1,230
Home Sales (2013)	353	2,190	26,310
Median Price	$246,100	$247,700	$274,500
Built Pre-1950 share	23.1%	29.7%	29.7%
Owner Occupied Dwellings	7,721	71,809	913,043
As % Total Dwellings	47.4%	67.2%	67.3%
Subsidized Housing (2015)	4,076	14,048	172,556

Distribution of House Sales (2013)

	Town	County	State
Less than $100,000	82	363	3,417
$100,000-$199,999	101	629	7,522
$200,000-$299,999	78	628	6,031
$300,000-$399,999	31	295	3,380
$400,000 or More	61	275	5,960

Labor Force

Place of Residence (2014)

	Town	County	State
Labor Force	18,564	137,254	1,885,100
Employed	17,435	128,000	1,760,400
Unemployed	1,129	9,254	124,700
Unemployment Rate	6.1%	6.7%	6.6%

Place of Work (2014)

	Town	County	State
Units	1,046	7,110	114,608
Total Employment	25,693	121,313	1,653,545
2011-'14 AAGR	-62.3%	-75.9%	29.5%
Mfg Employment	10,968	14,208	159,607

Connecticut Commuters (2014)

Commuters Into Town From:		Town Residents Commuting To:	
Groton	5,135	Groton	5,135
Stonington	1,738	New London	1,442
Ledyard	1,672	Stonington	1,014
New London	1,378	Ledyard	916
Waterford	1,305	Waterford	764
Norwich	1,259	Montville	622
Montville	1,122	Norwich	594

Other Information

Crime Rate (2014)

	Town	State
Per 100,000 residents	1,908	2,167

Library (2015)

	Town
Circulation per Capita	10.36
Internet Use per Visit	-0.03

Distance to Major Cities

	Miles
Hartford	45
Providence	46
Boston	86
New York City	110
Montreal	301

Families Receiving (2014)

	Town
Temporary Family Assistance (TFA)	144

Population Receiving (2014)

	Town
Supplemental Nutrition Assistance Program (SNAP)	1,965

Residential Utilities

Electric Provider
Groton Utilities Electric Division
(860) 446-4000

Gas Provider
Eversource Energy
(800) 989-0900

Water Provider
Groton Utilities Water Division
(860) 446-4000

Cable Provider
Thames Valley Communications, Inc
(860) 446-4009

No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

GROTON AT A GLANCE

A charming Connecticut shoreline community, the Town of Groton borders Fishers Island Sound between the Thames and Mystic Rivers. Thirty-eight and three tenths square miles in size, over 3,500 acres of reserved open space, active recreation areas, and watershed lands, and 58 miles of shoreline provide residents with a high quality standard of living.

Originally the home of the Pequot Indians, an Algonquin-speaking woodland tribe, this territory provided vital resources; an abundance of food and clothing supplied from wildlife, and fish retrieved from the shoreline areas. The Pequots became the most powerful tribe in the region now known as Connecticut, attributable to their strength in warfare and possession over the shellfish beds, used for wampum trade amongst tribes.

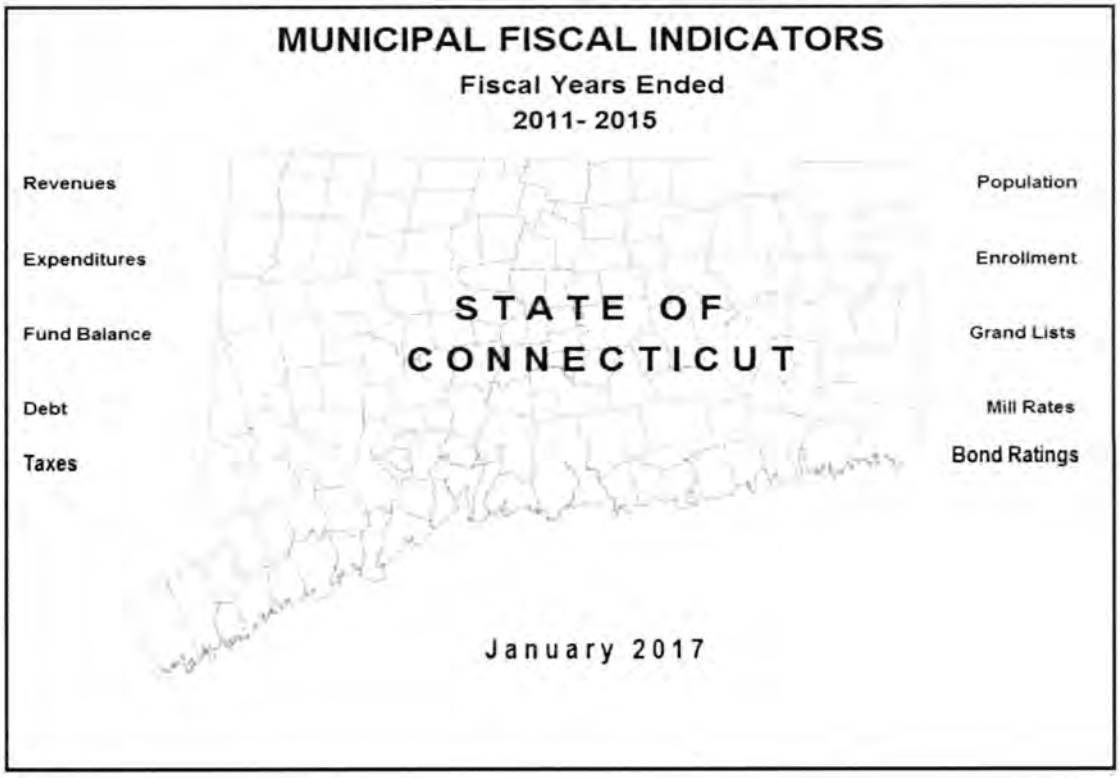
Groton was first settled as part of New London in 1646 when John Winthrop Jr. came from Massachusetts Bay to found Pequot Plantation at the mouth of the Thames River. By 1705, the population east of the Thames had increased sufficiently, and inhabitants were allowed to incorporate as a separate town, named Groton, in honor of the Winthrop family estate in England.

In 1868, area residents, with the help of the State of Connecticut, purchased 112 acres on the Thames River and presented the site to the Federal Government for use as a navy yard. During World War I, the navy yard was officially commissioned a United States submarine base.

Fittingly, Groton is known as "The Submarine Capital of the World". It is the home of the Electric Boat Division of General Dynamics, a firm responsible for delivering 74 diesel submarines to the Navy during World War II. In 1954, the company launched the world's first nuclear-powered submarine, the USS Nautilus, currently displayed at the USS Nautilus Memorial. Electric Boat is the premier designer of submarines for the United States Government and was responsible for the development of the fifteen of eighteen classes of nuclear submarines including Trident, Seawolf, and the new attack submarine.

Groton is home to Pfizer, Incorporated which encompasses over 2.4 million square feet of research, office and manufacturing space. Pfizer employs over 3,500 individuals and is the Town's largest single taxpayer. Products discovered, developed, and manufactured in Groton generate a substantial percentage of the company's yearly income, and alleviate disease and improve the quality of life throughout the world.

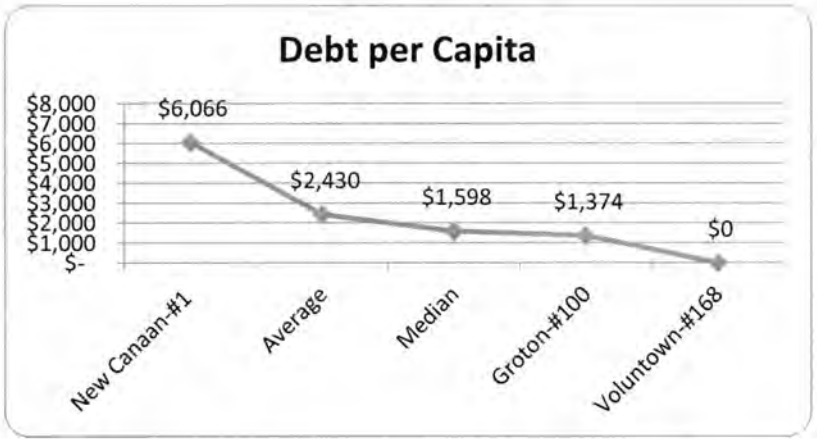
The treasures of Groton's past are retained through the historic homes that are scattered through the Town, the quaint streets of Noank, and the scenic Long Island Sound. The Town is committed to preserving this past, while striving to implement new initiatives as the leader in Southeastern Connecticut.

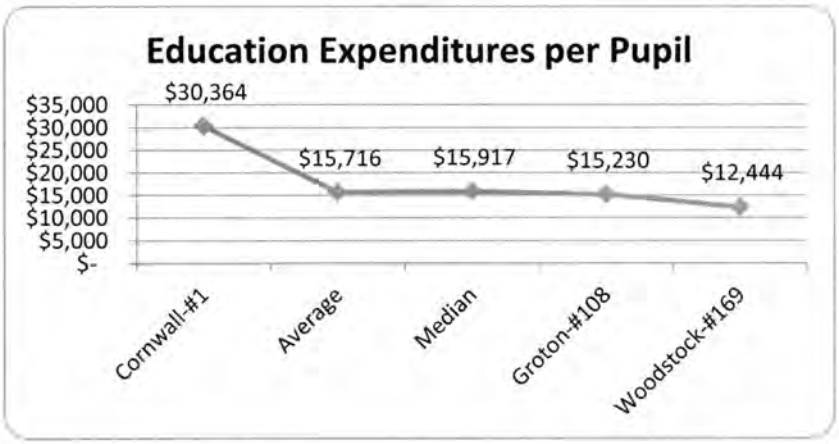


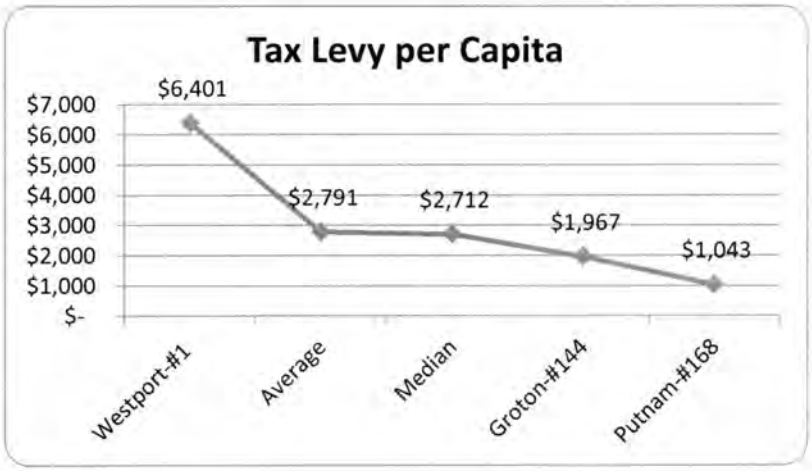
"Municipal Fiscal Indicators" is an annual publication of the Intergovernmental Policy Division Office of Policy and Management (OPM).
The publication consists of the most current financial information available for each of Connecticut's 169 municipalities. The majority of the data has been compiled from the audited financial reports of municipalities. The data extracted from these reports pertains primarily to each municipality's General Fund.

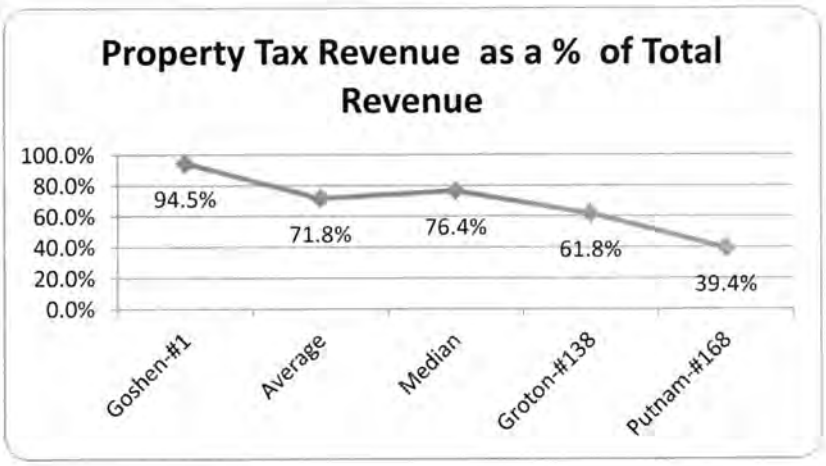
Attached are five (5) Fiscal Indicators that show the State-wide rankings comparing the Town of Groton along with the highest, lowest, average and median indicator for those five fiscal indicators:

Debt Per Capita
Education Expenditures per Pupil
Tax Levy per Capita
Property Tax Revenue as a % of Total Revenue
Equalized Mill Rate


Debt per Capita
$8,000
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$-
$6,066
$2,430
$1,598
$1,374
$0
New Canaan-#1
Average
Median
Groton-#100
Voluntown-#168


Education Expenditures per Pupil
$35,000
$30,000
$25,000
$20,000
$15,000
$10,000
$5,000
$-
$30,364
$15,716
$15,917
$15,230
$12,444
Cornwall-#1
Average
Median
Groton-#108
Woodstock-#169


Tax Levy per Capita
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$-
$6,401
$2,791
$2,712
$1,967
$1,043
Westport-#1
Average
Median
Groton-#144
Putnam-#168





The Equalized Mill Rate, or Effective Tax Rate, is calcualted by dividing the adjusted tax levy by the Equalized Net Grand List.
OPM calculates the Equalized Net Grand List from sales and assessment ratio information and grand list reports filed by municipalities providing a more comparable mill rate statewide.

GOVERNMENTAL STRUCTURE

The structure of the Town's government combines a modern professional approach with the traditional town meeting form. Since 1957, the Town has been governed by a Town Council-Town Manager-Representative Town Meeting (RTM) structure. A revised Town Charter was adopted on November 4, 2008 and became effective January 3, 2009.

The Town Council is responsible for determining policy and appointing the Town Manager to execute this policy and administer the day-to-day affairs of the Town. The Council holds public hearings on the budget and sets the tax rate. It appoints one of its nine (9) members as Mayor to serve as chairperson of its meetings and as the Town's representative at ceremonial functions. The councilors each are elected for two-year terms.

The Town Manager is appointed by and directly responsible to the Council and serves for no definite term, but at the pleasure of the Council. The Manager is responsible to the Council for the supervision and administration of Town departments and boards and commissions of the Town, except those elected by the people, or appointed by the Council, Mayor or a regional or state authority. The Council appoints the Town's independent financial auditor.

The Council approves a budget that it sends to the RTM for consideration and final approval. The RTM must approve the budget before the Council sets the final tax rate. In most other matters, the RTM reviews the actions of the Council and has the power of initiative to institute legislation or force reconsideration of legislation already adopted. RTM members are elected by seven (7) voting districts for two-year terms.

Within the Town of Groton there are two political subdivisions, the City of Groton and Groton Long Point Association. In addition, there are seven (7) special taxing districts within the Town. For the political subdivisions, the Town funds up to one hundred percent of their public works budgets and up to fifty percent of their public safety budgets. The special districts are organized units of government within the Town, having separate governing bodies. They were established by special acts of the State legislature for specific purposes such as fire protection. All these governmental units have individual taxing authority.

BUDGETARY CONTROL

The Town maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the Town Council and RTM. Activities of the general fund, certain special revenue funds and the debt service are included in the annual appropriated budget. Project-length budgets are prepared for the capital projects funds. The level of budgetary control (i.e., the level at which expenditures cannot legally exceed the appropriated amount) is the function level within each fund.

At the direction of the Town Manager, all Department Directors are expected to follow strict guidelines for expenditure control within the approved function appropriation. The Town Manager reserves the right to set "administrative spending authority" limits when justified to maintain the fiscal integrity of the budget. Department Directors are evaluated on budget management abilities.

The Town also maintains an encumbrance accounting system as another method of maintaining budgetary control. All purchases, except certain services as outlined in the Town's Purchasing Manual, require a purchase requisition and a purchase order. In addition, purchases over $500 require evidence that quotations were received and that the lowest quote, consistent with quality, was selected. The Town's Purchasing Manual requires formal competitive bids for expenditures over $15,000. Funds are recorded as encumbered when the purchase order is issued and expenditures are recorded when the Town issues a check or incurs a liability.

All unexpended and unencumbered appropriations lapse at year-end except in the Capital Reserve Fund where appropriations are continued until completion of the projects or five years from date of appropriation, whichever is less. However, any project shall be deemed to have been abandoned if three (3) fiscal years lapse without any expenditure from or encumbrance of the appropriation therefore. Budgetary control in the Capital Reserve Fund is achieved by the constraints imposed by the project's authorization or grant awards related to these funds.

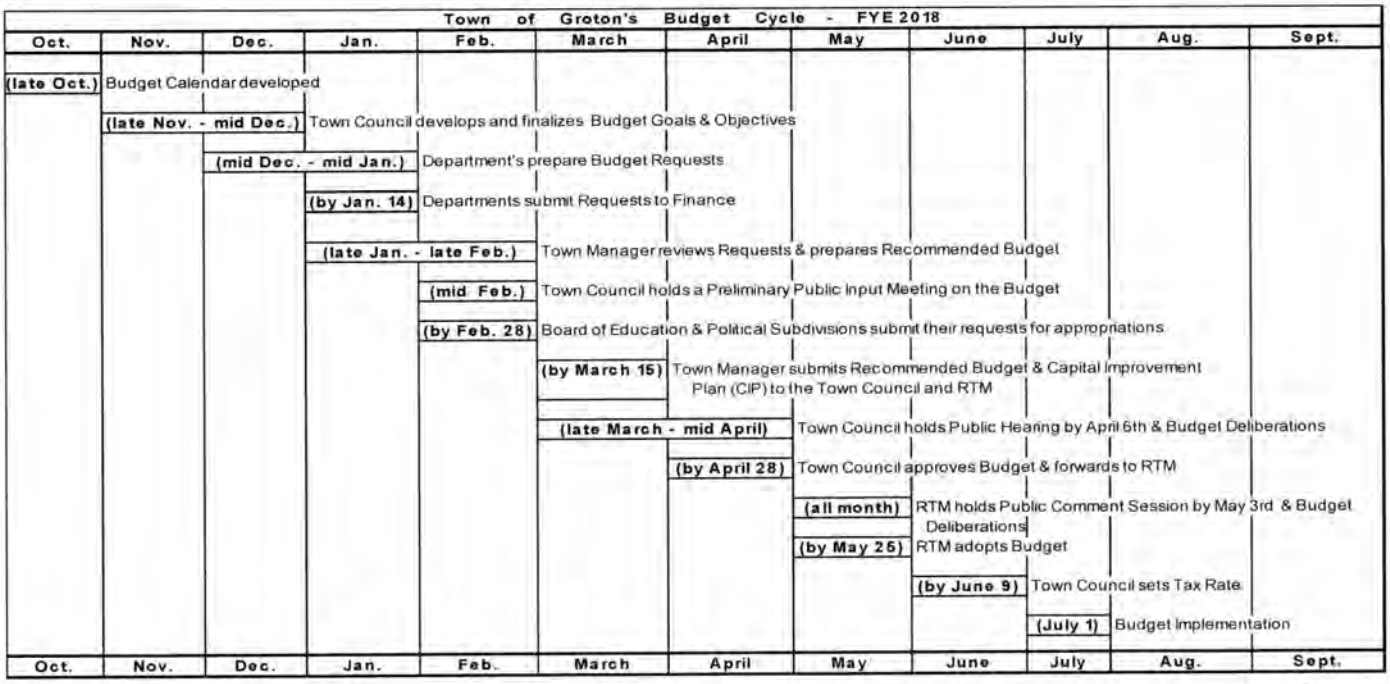


Budgetary Process

The budget process for the Town of Groton begins in October of each year preceding the beginning of the fiscal year (July 1). This process is a time for priority setting: define and prioritize needs, evaluate alternatives, and then budget appropriately to meet those needs. Budget discussions with the Town Manager and Department Directors set the tone for implementation. During the FYE 2018 development, the Directors were asked to submit a "level service" budget. In addition, directors were asked to submit with their initial budget request, reductions in their budget that would bring about budgets representing a 0% increase and a 5% decrease from the FYE 2017 Adopted Budget.

The Budget Cycle:

One of the functions of a budget is to provide a financial plan for the organization's operations for a given period of time. For the Town of Groton, the budget provides a plan from July through June of each year. Prior to implementation in July, the budget is developed with the aid, cooperation and resources of many participants. The entire process consumes almost a full year, from development of the goals, objectives and budget guidelines and assumptions by the Town Council in October through the implementation of the approved budget and printing of the Adopted Budget document. Opportunities for public comment are available throughout March and April before the final adoption of the budget by June. An overview of a typical Town of Groton Budget Cycle follows:



TOWN OF GROTON, CONNECTICUT

DEBT POLICY
&
MANAGEMENT / FISCAL PRACTICES

Revised by the Town Council on: February 4, 2014
Revised by the Town Council on: May 19, 2009
ADOPTED BY THE TOWN COUNCIL ON: SEPTEMBER 21, 1993.

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A. Purpose:

1. To establish a criteria for the issuance of debt obligations so as not to exceed acceptable levels of indebtedness.

2. To provide consistency and continuity to public policy development through the Town's Capital Improvement Program, a mechanism that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing, and

3. To transmit a message to investors and rating agencies who value such evidence of a community's commitment to financial management.

B. Guiding Principles/General Policies:

1. The Town Charter Section 9.13 "Borrowing" and applicable State Statutes governs the Town's issuance of debt as it pertains to referendum requirements and state mandated debt limitations.

2. The Town will conduct its debt management functions in a manner designed to maintain or enhance its existing credit ratings (Fitch: AA; Moody's: Aa2; and Standard & Poor: AA+).

3. Debt issuance will be utilized by the town only in those cases where equity, effectiveness and efficient use of limited resources favor debt over alternative sources of funds. The Town shall view debt as a mechanism to equalize the costs of improvements to present and future residents. The issuance of debt should provide a sufficient sum of money to make major improvements when it is needed and should take into account the relative costs of obtaining the funds. Decision criteria considered shall include the following:

   (a) Debt shall be primarily used to finance capital projects with a relatively long life expectancy, i.e., ten (10) years or greater. Capital requirements that are recurring, of relative small scale, or are for short-lived improvement should be funded through current funds or the Capital Reserve Fund.

   (b) Debt shall be issued in such a way so that the term of the financing does not exceed the useful life of the asset.

4. All budgeted funds are required to be balanced. As such, total anticipated revenues, plus fund balance applied if applicable, must equal the sum of budgeted expenditures for each fund.

5. The Town maintains a financial and budgetary control system to ensure adherence to the budget and an awareness of the financial environment, preparing quarterly reports to compare actual revenues and expenditures to budgeted amounts.

C. Capital Improvement Program:

1. A Capital Improvement Program shall be prepared by Town staff and submitted to the Planning Commission as per Connecticut General State Statutes.

2. The Town Council shall approve a Capital Improvement Program annually.

3. The Capital Improvement Program shall consist of a multi-year priority listing of long term capital projects, accompanied by a financing plan which finances all projects in the plan, and is supported by the appropriate sources of revenue. The financing plan shall be in accordance with the debt management policies contained herein.

4. It is the intent of these policies that authorized projects must be part of an adopted Capital Improvement Program.

5. Appropriations for construction or for other permanent improvements from whatever source derived shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned. However any project shall be deemed to have been abandoned if three (3) fiscal years lapse without any expenditure from or encumbrance of the appropriation therefore. Furthermore, any such appropriation which has not been completely expended at the end of five (5) years from the date thereof shall thereupon lapse, unless re-appropriated or extended.

D. Capital Reserve Fund:

1. A Capital Reserve Fund shall be funded annually to ensure that adequate funds are available to purchase equipment, repairs and improvements on a timely basis. This program is designed to stabilize budgeting for such purchases and to fund that part of the Town's capital budget related to those purchases.

2. As per council resolution adopted in December of 1984 and Ordinance Number 179 adopted on September 17, 1985, the Town Manager shall include in the proposed annual budget not less than four (4) percent of the total General Fund Budget for the purpose of paying current outstanding debt service and allocating funds to a "Reserve Fund for Capital and Non-Recurring Expenditures". The amount of said Capital Reserve Fund for capital items will be the remainder after subtracting the necessary debt service payments. The amount so allocated shall be subject to the annual budgetary process.

E. Management:

1. It shall be the responsibility of the Town Manager or his designee to maintain all necessary files associated with the issuance of Town debt.

2. The Town Manager shall submit for Council consideration a fiscal impact statement prior to any Council action to authorize a project involving the issuance of debt. The fiscal impact statement shall contain tables, charts and graphs which address the following:

   (a) an estimate of the debt service levy to be required at the time of long term debt issuance,
   (b) a calculation showing the impact of this additional levy to the existing debt service levy at that time,
   (c) a schedule showing the impact of such issuance on the mill rate over the period of time that the issuance is for, and
   (d) a table setting forth the computation of the debt limit of the Town and the debt incurring margin as set by State Statute and listing various debt ratios relating to the Town's indebtedness.

F. Debt Issuance Ratios/Limits and Repayment Schedules:

1. The Town shall use the following limits to guide issuance of debt:

   (a) The Town shall not exceed fifty (50) percent of its statutory debt limit.
   (b) Total direct indebtedness shall not exceed five (5) percent as percentage of full valuation (most recent equalized grand list as developed by the State of Connecticut).
   (c) Total debt service shall not exceed ten (10) percent of the Total General Fund expenditures.

2. Repayment schedules shall be designed to relate to the useful life of the asset and generally be in accordance with the following:

   (a) Fifteen (15) years for most general obligation public improvement debt.
   (b) Twenty (20) years for benefit district debt and debt supported by special revenues.
   (c) Ten (10) to twenty (20) years for capital improvement of town-wide significance and where justified by the magnitude of the project.
   (d) On an overall basis, all general obligation debt shall be structured to retire at least fifty (50) percent of the Town's indebtedness within ten (10) years.

G. Operating Reserves:

1. The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the Town as a whole. They are an integral part of the financial structure of the Town and help make it possible for the Town to issue debt. Operating reserves are a significant factor considered in evaluating and assigning credit ratings by the bond rating agencies.

2. The Town shall maintain the following reserves:
   (a) An annual contingency reserve in the general fund operating budget which is not more than two (2) percent of annual expenditures.
   (b) An unassigned General Fund reserve maintained in an amount equal to at least seven and three-quarters (7.75%) percent of annual general fund expenditures.
   (c) A sixty (60) day reserve in special revenue funds in order to meet potential unanticipated needs.

H. Continuing Disclosure:

The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities and will abide by the provisions of the Securities and Exchange Commission (SEC), Rule 15c2-12 concerning primary and secondary market disclosure. The Town shall file such information through a nationally recognized municipal securities information repository (NRMSIR) and where applicable on the Town's web page.

I. Alternative Financing Plan:

The Town Manager is allowed to suggest to the Town Council an alternative financing plan for proposed capital projects if a complete analysis indicates that an alternative approach is deemed in the best interests of the Town of Groton.

Excerpt from Town Charter that describes the process for preparing, reviewing, adopting and amending the budget.

CHAPTER IX. BUDGET AND FINANCE

9.1 Annual Budget Preparation.

9.1.1 The Budget shall provide a complete financial plan of all town funds to be appropriated for the ensuing fiscal year and, except as required by CGS or this Charter, shall be in such form as the Council may require. The Budget shall begin with a general summary of its contents; shall show in detail all estimated income, including the proposed property tax levy, and all proposed expenditures, including debt service, for the ensuing fiscal year; and shall be so arranged to show comparative figures for actual revenue and expenditures of the preceding fiscal year, estimated revenue and expenditures of the current fiscal year, and estimates of revenue and requested budget for the next fiscal year.

9.1.2 The Budget shall include the Town Manager's recommendations of the amounts to be appropriated for the several departments, departmental functions, offices or agencies of the Town for the ensuing fiscal year for all items, except that the Town Manager shall transmit to the Council the estimates for the BOE or any political subdivision within the Town as submitted to the Town Manager under Section 9.2. Upon the request of the Council, the Town Manager may provide comments on the budget estimates of any political subdivision. The Town Manager shall present reasons for all the manager's recommendations with other such information as may be required by the Council.

9.1.3 *Proposed Capital Projects.*

As part of the annual Budget or as a separate report attached thereto, the Town Manager shall present a program, previously considered and acted upon by the Town Planning Commission in accordance with the CGS, concerning municipal improvements and proposed capital projects for the ensuing fiscal year and for the five (5) fiscal years thereafter. Estimates of the costs of such projects shall be submitted by each department, departmental function, office or agency including the BOE annually in the form and manner prescribed by the Town Manager. The Town Manager shall recommend to the Council those projects to be undertaken during the ensuing fiscal year and the methods of financing the same. All proposed capital projects, regardless of the proposed method or source of funding, shall be included in the Budget. No capital project, regardless of the method or source of funding, shall be undertaken until it has been approved by a majority vote of the RTM.

9.1.4 *Fiscal Year.*

The fiscal year of the Town shall begin on July 1st and end June 30th unless changed by the CGS.

9.2 Duties of the Town Manager on the Budget.

The Town Manager shall require each department, office or agency of the Town supported wholly or in part by town funds, or for which a specific town appropriation is made, including the BOE and any political subdivision within the Town requesting an appropriation, to set forth in such form as the Council may prescribe, a program or programs showing services, activities and work accomplished during the current year and to be accomplished during the ensuing year. Estimated cost of services, work and activities shall be included.

9.2.1 *Budget Estimates.*

9.2.1.1 The Town Manager shall compile preliminary estimates for the annual Budget. The head of each department, office or agency of the Town, except the BOE and any political subdivision within the Town requesting town appropriation, shall file with the Town Manager on or before January 14th on forms prescribed and provided by the Manager a detailed estimate of the expenditures to be incurred by each department, departmental function or agency and the revenue, other than tax revenues, to be earned thereby in the ensuing fiscal year and such other information as may be required by the Council or the Town Manager.

9.2.1.2. The Chairman of the BOE shall submit a similar report on or before February 28th.

9.2.1.3. The governing body of any political subdivision within the Town requesting town appropriations shall submit a similar report on or before February 28th.

9.2.2. Not later than March 15th the Town Manager shall present to the Council a total Budget of the general form and content described in Section 9.1.

Sec. 9.3 Duties of the Council on the Budget.

9.3.1 *General.*

Following receipt of the proposed budget estimates from the Town Manager, the Chairman of the BOE, and the political subdivisions, and not later than April 6th, the Council shall hold at least one public hearing at which the public may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. At least ten (10) days prior to the aforementioned public hearing, the Council shall cause sufficient copies of said budget estimates to be made available for general distribution in the office of the Town Clerk; shall cause a copy of said estimates to be made available for download via the internet; and shall cause to be published in a newspaper having circulation in the Town, a notice of such public hearing and a summary of said proposed budget estimates and also showing the amount proposed to be raised by taxation. After holding such hearing and on or before April 28th, the Council shall approve a Budget, present the same to the RTM, and set a date for the annual budget meeting of the RTM. The Council's proposed Budget need not be limited in total or in any particular by the recommendations of the Town Manager, the BOE, nor any political subdivision within the Town.

9.3.2 *Tax rate.*

When the Council approves the Budget, it shall also compute the tax rate in mills which would be levied on the taxable property in the Town for the ensuing fiscal year if the RTM adopts the Budget. Such tax shall be sufficient to pay all estimated expenses for the ensuing year, and any deficits of the current year. When the RTM has approved a final Budget, the Council shall determine the final tax rate on or before June 9th.

Sec. 9.4 Duties of the RTM on the Budget.

Following receipt of the Budget approved by the Council, the RTM shall meet as directed by the Council for the consideration of the Budget. This meeting shall be held on or before May 3rd at such hour and at such place as the Council shall direct. It may be adjourned from time-to-time provided that final action be taken on the Budget not later than May 25th.

The RTM may cut appropriations recommended in the Budget and may, by a two-thirds (2/3) vote of the members present and voting, restore cuts made in a department appropriation by the Council; provided, that in no case can the final total of the Budget or of any bond issue be greater than that proposed by the Town Manager (including the BOE budget) or by the Council, whichever is greater. The RTM shall return the approved Budget to the Council.

Sec. 9.5 Failure to adopt Budget.

9.5.1 *Council fails to adopt Budget.*

Should the Council fail to approve a Budget on or before April 28th, the Budget as transmitted by the Town Manager, in accordance with the provisions of Section 9.2.2 of this Charter, shall be presented to the RTM. Should the RTM adopt a Budget at the annual budget meeting as specified in Section 9.4 of this Charter, the RTM's adopted Budget shall be deemed to be the Budget of the Town, and the Council shall lay the tax rate in accordance therewith.

9.5.2 *RTM fails to adopt Budget.*

Should the Council approve a Budget on or before April 28th, and the RTM fails to adopt a Budget at the annual budget meeting as specified in Section 9.4 of this Charter, the Council's approved Budget shall be deemed to be the Budget of the Town, and the Council shall lay the tax rate in accordance therewith.

9.5.3 *Both Council and RTM fail to adopt Budget.*

Should the Council fail to approve a Budget on or before April 28th, the Budget as transmitted by the Town Manager in accordance with the provisions of Section 9.2.2 of the Charter, shall be presented to the RTM. Should the RTM fail to adopt a Budget at the annual budget meeting as specified in Section 9.4 of the Charter, the Budget as transmitted by the Town Manager in accordance with Section 9.2.2 of the Charter shall be deemed to be the Budget of the Town, and the Town Manager shall lay the tax rate in accordance therewith.

Sec. 9.6 Financial Powers of the RTM.

Any appropriation of ten thousand dollars ($10,000) or more in addition to or supplementary to the annual budget appropriation, the issuance of bonds or notes, except notes in anticipation of taxes to be paid within the fiscal year in which issued, and any resolution providing for the sale of real estate of the Town valued in excess of ten thousand dollars ($10,000) used or reserved for town purposes or the purchase of real estate valued in excess of ten thousand dollars ($10,000) for such purposes, shall become effective, except as otherwise specifically provided in this Charter, only after it has been adopted by the RTM by the vote of the majority of those present and voting at such meeting.

The RTM shall not act upon any proposal for the sale or purchase of real estate or the issuance of bonds or other borrowing except upon recommendation of the Council nor act upon any appropriation which has not been acted upon by the Council.

No capital project, regardless of the method or source of funding, shall be undertaken until it has been approved by a majority vote of the RTM.

Sec. 9.7 Emergency Appropriations.
Emergency appropriations not exceeding fifty thousand dollars ($50,000.00) in any one fiscal year may be made upon the recommendation of the Town Manager and by a vote of not less than seven (7) members of the Council for the purpose of meeting a public emergency threatening either the lives, health or property of citizens; provided a public hearing, at which any elector or taxpayer of the Town shall have an opportunity to be heard, shall be held prior to making such appropriations, notice of which hearing shall be given in a local daily newspaper having circulation in the Town not more than ten (10) days nor less than five (5) days prior to such hearing. Such hearing and notice of hearing may be waived if the Council by an affirmative vote of not less than eight (8) of its members shall decide that a delay in making the emergency appropriation would jeopardize the lives or health or property of citizens.

In addition to the above appropriation, upon the recommendation of the Town Manager, the Council may also make an emergency appropriation for similar purposes not exceeding ten thousand dollars ($10,000) without any such hearing and notice upon the affirmative vote of not less than six (6) of its members. In the absence of an available unappropriated and unencumbered surplus in the general fund to meet such appropriations, additional means of financing shall be provided in such a manner, consistent with the provisions of the CGS and of the Charter, as may be determined by the Council.

Sec. 9.8 Tax Bills.
It shall be the duty of the Tax Collector to prepare and mail to each taxpayer, before the date when taxes are due and payable, a tax bill the form of which shall be acceptable to the Commissioner of Revenue Services.

Sec. 9.9 Assessment and Collection of Taxes.
Except as specifically provided in the Charter, the assessment of property for taxation and the collection of taxes shall be carried on as provided in the CGS.

Sec. 9.10 Expenditures and Accounting.
9.10.1 *General.*
No purchase shall be made by any department, ABC, or officer of the Town other than the BOE, the Probate Court, except through the Purchasing Agent and such purchases shall be made under such rules and regulations as may be established by the Council. The Director of Finance shall record the amounts of authorized purchases and contracts for future purchases as encumbrances against the appropriation from which they are to be paid.

9.10.2 *Approval by Director of Finance.*
No voucher, claim or charge against the Town shall be paid until the same has been audited by the Director of Finance or the Director's agent and approved by him/her for correctness and legality. Checks shall be drawn by the Director of Finance for the payment of approved claims which shall be valid only when countersigned by the Treasurer. The Council may make provision, by resolution, for other town officials, or town or BOE employees to sign and countersign checks in the absence or inability to act of either the Director of Finance or the Treasurer, or both, subject to such conditions as the Council may impose.

9.10.2.1 *Restrictions on purchasing.* Purchases shall be made under such rules and regulations as may be established by the Council, subject to the provisions of CGS.

9.10.3 *Method of making Payments.*
The Director of Finance shall prescribe the time at which and the manner in which persons receiving money on account of the Town shall pay the same to the Town Treasurer.

9.10.4 *Council Approval before exceeding Budgetary item.*
The several departments, commissions, officers and boards of the Town shall not involve the Town in any obligation to spend money for any purpose in excess of the amount appropriated therefor until the matter has been approved and voted by the Council and each order drawn upon the Treasurer shall state the department, commission, board or officer or the appropriation against which it is to be charged. When any department, commission, board or officer shall desire to secure a transfer of funds in its or his/her appropriation from funds set apart for one specific purpose

to another, before incurring any expenditure therefor, such department, commission, board or officer shall make application to the Town Manager whose duty it shall be to examine into the matter, and upon approval of the Council such transfer may be made but not otherwise.

9.10.5 *Council Authority for Transfer of Funds.*
Upon the request of the Town Manager, but only within the last three (3) months of the fiscal year, the Council may by resolution transfer any unencumbered appropriations, balance or portion thereof from one department, commission, board or office to another.
In no instance shall appropriations for debt service or other statutory charges be transferred to other purposes. Transfers of ten thousand dollars ($10,000) or more shall become effective only after they have been adopted by the RTM by the vote of the majority of those present and entitled to vote at such meeting.

9.10.6 *Supplemental appropriations.*
Additional appropriations over and above the total Budget may be made from time to time by the Council, except as otherwise provided in this Charter, upon recommendation of the Town Manager and certification from the Director of Finance or his/her agent as approved by the Town Manager that there is available an unappropriated and unencumbered surplus in general fund to meet such appropriations.

9.10.7 *Contingency account.*
No expenditure may be charged to the contingency account, but the Council may transfer funds in the contingency account to any other account. Transfers of ten thousand dollars ($10,000) or more shall become effective only after they have been adopted by the RTM by the vote of the majority of those present and entitled to vote at such meeting.

9.10.8 *Penalties for violations.*
Every payment made in violation of the provision of this Charter shall be deemed illegal and every official authorizing or making such payment or taking part therein and every person receiving such payment or any part thereof shall be jointly and severally liable to the Town for the full amount so paid or received. If any officer or employee of the Town or BOE shall knowingly incur any obligation or shall authorize or make any expenditure in violation of the provisions of the Charter or take any part therein, such action shall be cause for his/her removal.

Sec. 9.11 Contributions.
The annual Budget may include contributions to organizations or private corporations which perform a public function that benefits the Town and/or its residents. Such organizations or private corporations shall properly account for the proposed spending of funds provided by the Town.

Sec. 9.12 Annual Audit.
The Council shall require an annual audit of all accounts of record and all town funds appropriated, nonappropriated and held in trust in accordance with the CGS.

Sec. 9.13 Borrowing.
The Town shall have the power to incur indebtedness by issuing its bonds or notes as provided by the CGS subject to the limitations thereof and the provisions of this section.

The issuance of bonds and notes shall be authorized by ordinance and if any such bond issue or issuance of notes, except notes in anticipation of taxes to be paid or other revenue to be received within the fiscal year in which issued, shall exceed when authorized the sum of seven hundred fifty thousand dollars ($750,000) or which shall, when added to all other bond issues or issuance of notes previously authorized in the same fiscal year bring the total of such bond issues or issuance of notes authorized for that fiscal year to a sum in excess of seven hundred fifty thousand dollars ($750,000), said bond issue or issuance of notes shall be approved by a referendum vote at any regular town, state or special election or at a referendum called for that purpose.

ARTICLE I. IN GENERAL

Sec. 2-1. Reserve fund for capital and nonrecurring expenditures.

(a) *Creation of fund.* Pursuant to C.G.S. §§ 7-359 through 7-368, there is hereby established a reserve fund for capital and nonrecurring expenditures for the town.

(b) *Allocation to reserve fund.* The town manager shall include in the proposed annual budget to the town council an allocation of funds to the reserve fund based on the following formula: Calculate the amount of not less than four percent of the general fund budget, subtract the sum necessary to defray general fund obligated annual debt service, the remainder amount to be allocated to the reserve fund for capital and nonrecurring expenditures. The amount so allocated shall be subject to the annual budget and appropriation or supplemental appropriation process as provided in the Charter. No appropriation shall be made to such fund so that the total fund balance exceeds 50 percent of the total general fund budget, or the unappropriated portion of the fund exceeds 12 percent of the total general fund budget.

(c) *Appropriation from the fund.* The town manager shall annually recommend expenditures from such fund for the purpose of planning, construction, reconstruction, or acquisition of any specific capital improvement or acquisition of any specific item of equipment as provided by statute, such expenditures proposed shall be subject to the annual budget and appropriation or supplemental appropriation process as provided by the Charter. Appropriations from the fund shall be made only for capital assets, projects, or acquisitions of a nonrecurring nature, with a cost of over $25,000.00, and with a useful life expectancy of over five years. Supplemental appropriations from the fund shall require public notice, a public hearing, and simple majority vote of the town council and representative town meeting.

(d) *Maintenance of the fund.* At least quarterly, the town manager shall report to the town council on the status of the fund and the expended and unexpended balances of each appropriation.
(Ord. No. 179, 9-17-85)

TOWN OF GROTON, CONNECTICUT

BASIS OF BUDGETING AND ACCOUNTING

Background

There are three basic categories of differences between the basis of accounting and the basis of budgeting that follows generally accepted accounting principles (GAAP) for state and local government: (1) Basis of Accounting – "Cash plus encumbrances" and "modified accrual" are two of the different ways to define revenue and expenditures; (2) Perspective – The budget and accounting reports may have different fund reporting structures, e.g., a budget may account for debt services in the Local Funds, while GAAP principles require that debt service be recorded in a separate fund; (3) Reporting Component – the Town's Comprehensive Annual Financial Report (CAFR) may present "reporting components and funds in different ways than the budget document.

Accounting System

The Town's accounting system is organized and operated on a fund basis. A fund is a group of functions combined into a separate accounting entity (corresponding to a corporation in the private sector) having its own assets, liabilities, equity, revenue and expenditure/expenses. The types of funds used are determined by GAAP. The number of funds established within each type is determined by sound financial administration. Specialized accounting and reporting principles and practices apply to governmental funds. Proprietary and trust funds are accounted for in the same manner as similar business enterprises or nonbusiness organizations.

Internal Control

Management of the Town is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the Town are protected from loss, theft or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

Basis of Budgeting

The basis of budgeting refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations, which are the legal authority to spend or collect revenues. The Town uses a modified accrual basis for budgeting governmental funds under which expenditures are recorded at the time liabilities are incurred and revenues recorded when measurable and available to finance expenditures of the fiscal period. Propriety funds are budgeted using accrual concepts in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent. All operating and capital expenditures and revenue are identified in the budgeting process because of the need for appropriation authority.

The budget is fully reconciled to the accounting system at the beginning of the fiscal year, and in preparing the CAFR at the end of the fiscal year. A number of GAAP adjustments are made to reflect balance sheet requirements and their effect on the budget.

FUND DESCRIPTIONS

The accounts of the Town are organized on the basis of funds, each of which are considered a separate accounting entity. The individual funds account for the governmental resources allocated to them for the purpose of carrying on specific activities in accordance with special regulation, restriction, or limitations. Any budgeted fund that represents more than 10 percent of the total appropriated revenues or expenditures is considered a major fund for this purpose. The breakdown of the Town's fund structure is as follows:

GOVERNMENTAL FUNDS: These funds are used to account for the programs and activities of the governmental functions of the Town.

General Fund: This major fund serves as the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund. General government, general services, public safety, public works, planning & development, human services, community services, insurance, contributions to other funds, education, capital/debt service, outside agencies, subdivisions are financed through real property taxes, licenses and permits, interest, state & federal funds, service charges and other revenues.

SPECIAL REVENUE FUNDS: These non-major funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted expenditures for specified purposes.

Golf Course (Function 2010): This fund is used to account for the operation of the Town's municipal golf course, Shennecossett Golf Course.

Sewer Operating (Function 2020): This fund is used to account for the operation of the water pollution control wastewater collection system and secondary treatment facility.

Solid Waste Collections (Function 2030): This fund is used to account for the management of the solid waste disposal system, residential, commercial and governmental operations.

Special/Taxing Districts (Function 2060): This fund is used to provide funds for fire protection services to properties not in an operational fire district.

Revaluation (Function 2120): This fund is used to account for quadrennial revaluations and updating aerial mapping.

Recreation and Senior Activities (Function 3240): This fund is used to account for recreational activities conducted by the Recreational Services Division and physical fitness and trip programs offered by the Senior Center.

BorrowIT CT (Function 3310): This fund accounts for receipt of state aid for library purposes.

Sewer District (Function 4010): This fund is used to finance the Sewer District, which pays the principal and interest on bonds and notes.

Capital Reserve (Function 5010): This fund is used to account for financial resources provided by other funds with appropriations from the fund made only for capital assets, projects or acquisition of a non-recurring nature with a cost of over $25,000 and with a useful life expectancy of over five years.

Technology Replacement (Function 6050): This fund accounts for the reservation of funds used for the acquisition of computers, licenses and related equipment.

INTERNAL SERVICE FUND: This non-major fund is used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the Town on a cost-reimbursement basis. Also includes funds that account for the capitalization of assets associated with their activities.

Fleet Reserve (Function 6040): This fund accounts for the reservation of funds for the acquisition and maintenance of vehicles, fuel and parts.

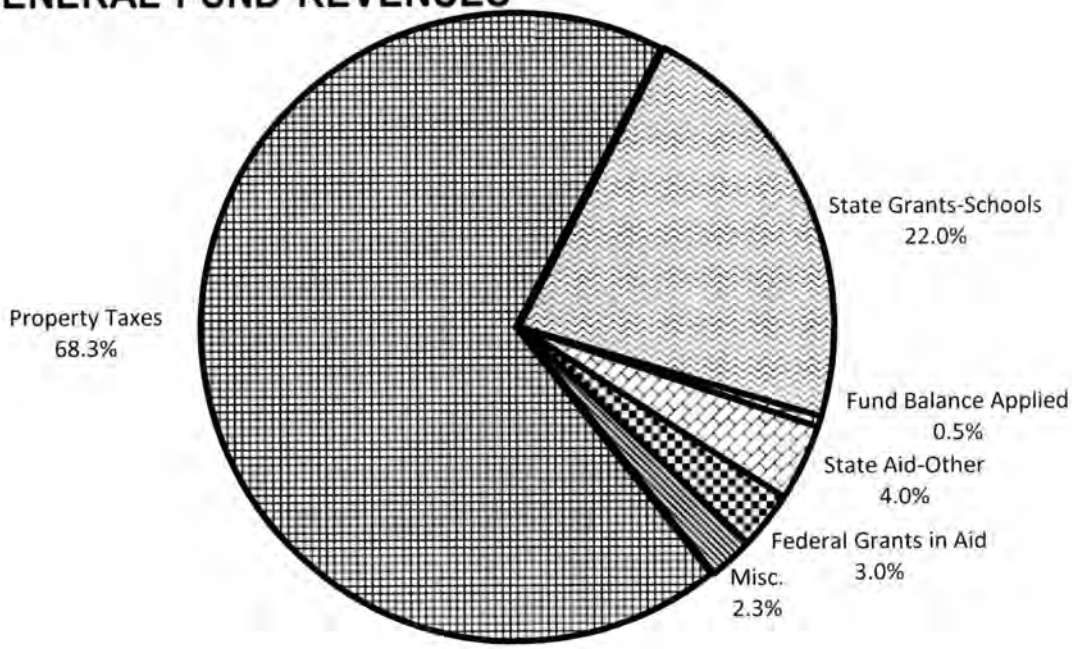
EXPENDABLE TRUST FUND: This non-major fund is used to account for trust where both principal and earnings on principal may be spent for the trust's intended purposes.

Human Services Assistance (Function 7320): This fund is used to account for the benefit, maintenance and support of the poor residents of the Town of Groton.

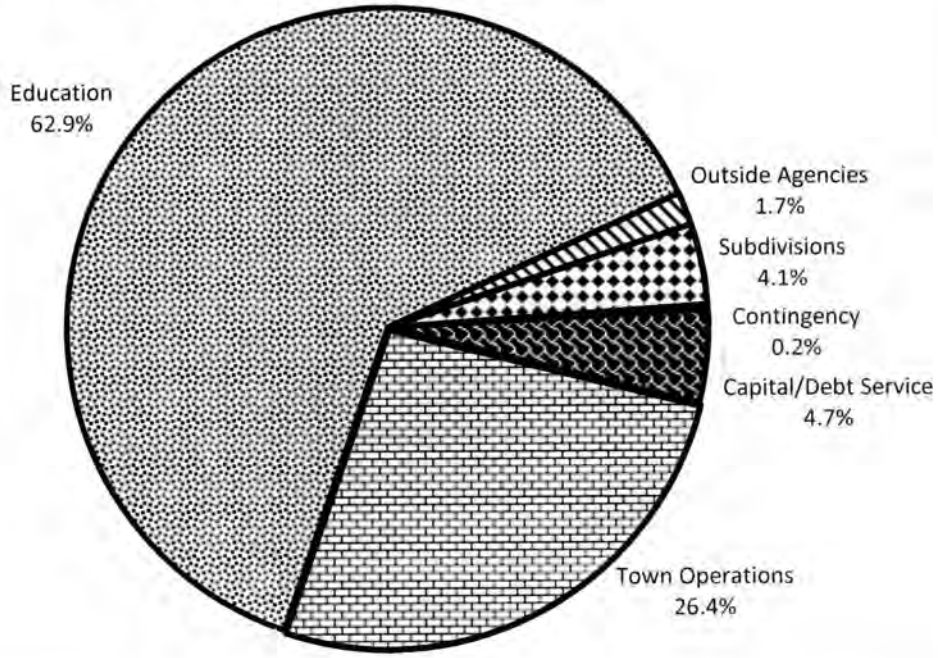
TOWN OF GROTON

ADJUSTED FYE 2017 Budget

GENERAL FUND REVENUES



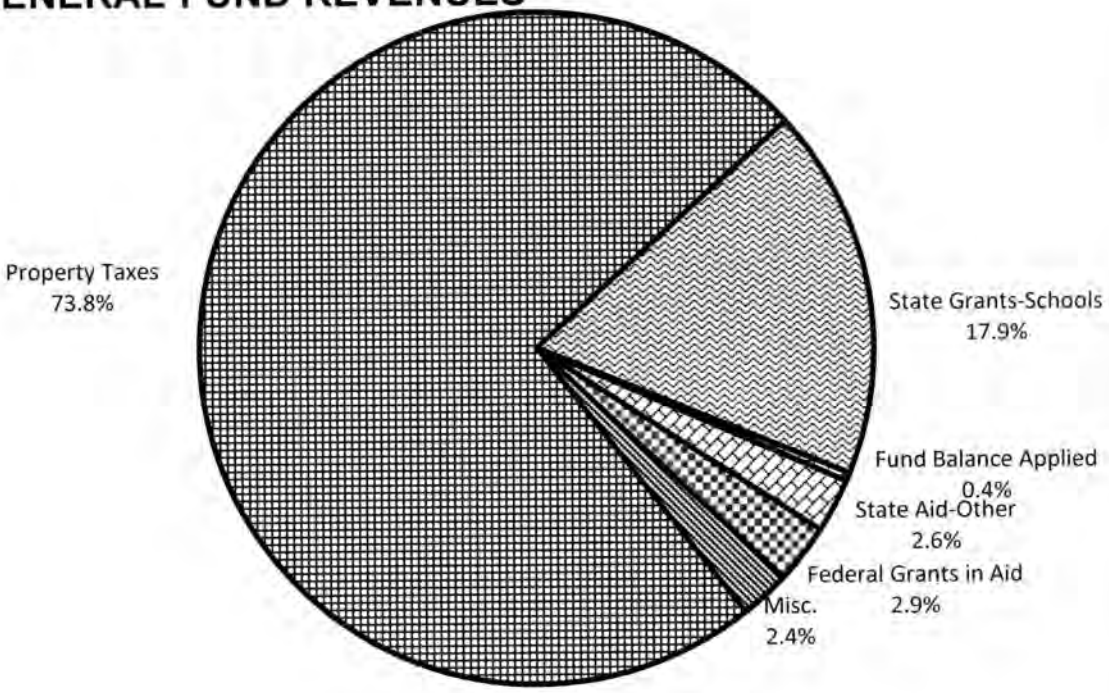
GENERAL FUND EXPENDITURES



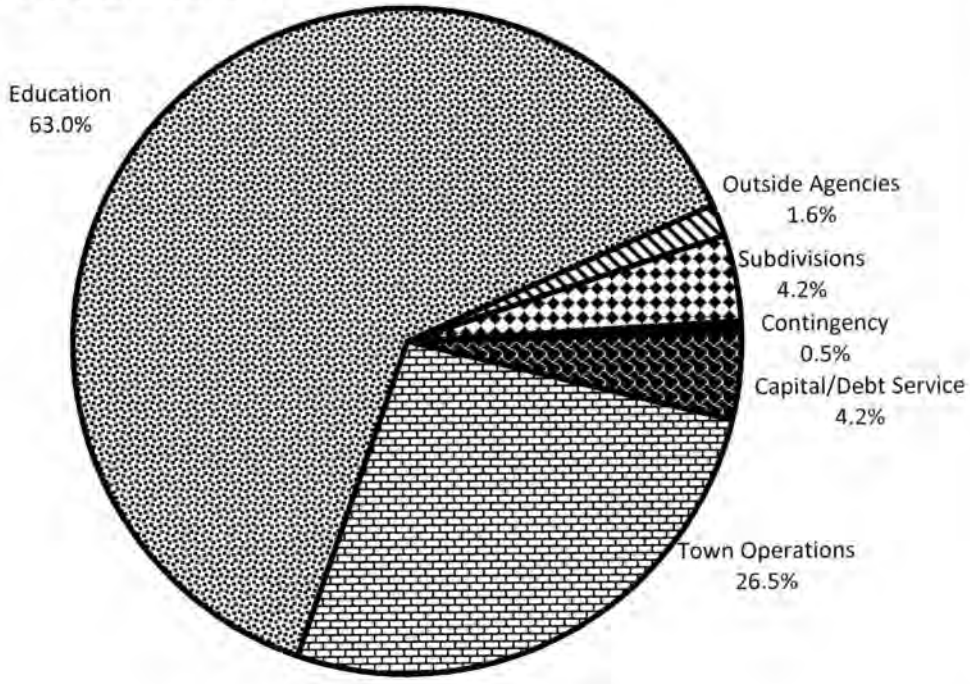
TOWN OF GROTON

ADOPTED FYE 2018 Budget

GENERAL FUND REVENUES

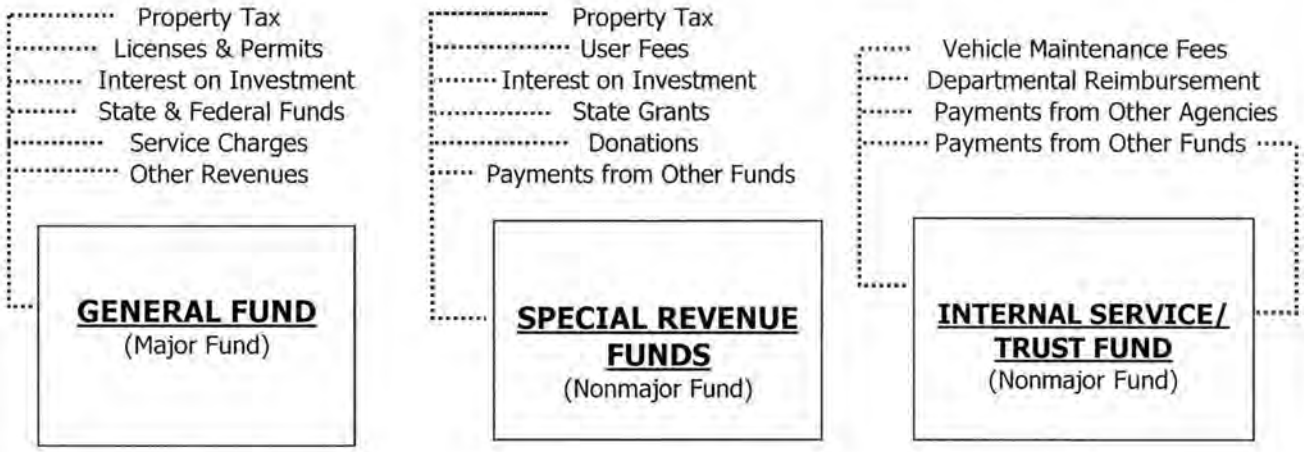


GENERAL FUND EXPENDITURES



FLOW OF FUNDS STRUCTURE

Funding Sources:



Users:

General Government -
- Legislative Policy
- Voter Registration
- Town Clerk
- Legal Services

General Services -
- Executive Management
- Information Technology
- Human Resources
- Finance
- Emergency Communications

Public Works
Planning & Development
Human Services
Community Services -
- Groton Public Library
- Parks & Recreation

Non-Departmentals
Contributions to Other Funds
Education
Capital/Debt Service
Outside Agencies
Subdivisions
Contingency

Users:

Golf Course
Sewer Operating
Solid Waste Collections
Mumford Cove
Revaluation
Recreation & Senior Activities
BorrowIT CT
Groton Sewer District
Capital Reserve
Technology Replacement

Users:

Fleet Reserve
Human Services Assistance

TOWN OF GROTON Reconciliation from Manager's to Council's to RTM's Budget FYE 2018 Budget - General Fund (#100)				
Manager's Budget (as of 3/15/2017):				**$ 125,137,469**
Reductions to Manager's Budget by Town Council:				
10545	Service Agencies (3/30/17)	$ (3,041)		
10549	Mystic Noank Library (3/30/17)	$ (52,079)		
10549A	Bill Memorial Library (3/30/17)	$ (3,000)		
1006	Legal Services (4/1/17)	$ (25,000)		
1071	Self-Funded Plans (OPEB) (4/1/17)	$ (470,000)		
1080	Education (4/3/17)	$ (5,209,535)		
1077	Contributions to Other Funds (4/8/17)	$ (546,661)		
10901	City Highway Maintenance (4/8/17)	$ (65,756)		
10910	Groton Long Point Police (4/8/17)	$ (13,125)		
10911	Groton Long Point Highway Maintenance (4/8/17)	$ (8,937)		
1014	Emergency Communications (4/8/17)	$ (39,703)		
10548	Mystic River Ambulance (4/8/17)	$ (30,000)		
10900	City Police (4/11/17)	$ (173,475)		
1035	Public Works (4/13/17)	$ (208,610)		
1075	Capital Reserve Contribution (4/18/17)	$ (1,215,000)		
1075	Capital Reserve Contribution (4/21/17)	$ (225,000)		
	Total Reductions		**$ (8,288,922)**	
Reconsiderations by Town Council:				
1080	Education (4/21/17)	$ 2,211,243		
	Total Additions		**$ 2,211,243**	
	Net Change			**$ (6,077,679)**
Council's Budget (as of 4/22/2017):				**$ 119,059,790**
Additions to Council's Budget by RTM:				
1080	Education (5/18/17)	$ 152,999		
	Total Additions		**$ 152,999**	
Reductions to Council's Budget by RTM:				
1011	Information Technology (5/4/17)	$ (24,795)		
1012	Human Resources (5/4/17)	$ (24,626)		
1024	Public Safety (5/10/17)	$ (66,889)		
10541	VNA School (5/10/17)	$ (93,502)		
10910	GLP Police (5/22/17)	$ (5,845)		
1075	Capital Reserves (5/22/17)	$ (100,000)		
	Total Reductions		**$ (315,657)**	
	Net Change			**$ (162,658)**
RTM's Budget (as of 5/22/2017):				**$ 118,897,132**

TOWN OF GROTON

FYE 2018 General Fund

CALCULATION OF GRAND LIST, MILL RATE AND FUND BALANCE

Mill rate increased from 21.73 to 23.63 mills or 1.9 mills for an 8.7% increase | **6 6 2017**

Based on NET 10/1/16 Grand List Categories			
Real Estate	$3,242,285,500		
Motor Vehicle	$199,151,526		
Personal Property	$264,083,764		
Total Grand List (adjusted net)	$ 3,705,520,790		
(AFTER Board of Assessment Appeals adjustments)	$ 3,705,520,790		
Calculation of Mill Rate			
Total Operating Appropriations	$118,897,132		
Less: Operating Revenues	$32,271,904		
Sub-Total: Appropriations less Operating Revenues & Grants	$86,625,228		
Less: (Fund Balance Applied) / needed to maintain 7.75%	($481,258)		
Balance To Be Raised From Taxes	**$86,143,970**	Mill Rate	One Mill =
divided by Grand list (at 100% collection rate)	0.023247	23.25	
Mill Rate Adjusted (at 98.4% Collection Rate)			
(based on a 3 year collection rate)	0.023625	23.63	$3,646,232

Analysis of Unassigned Fund Balance	
Unassigned Fund Balance as of June 30, 2016	$10,097,227
Add: FYE 2017 returned to Fund Balance or Subtract (additional needed)	$ (401,441)
Estimated Unassigned Fund Balance as of June 30, 2017	$9,695,786
Less: (Fund Balance Designated for FYE 2018) / additional needed to meet 7.75%	$ (481,258)
Estimated Unassigned Fund Balance as of June 30, 2018	$9,214,528
Estimated Unassigned Fund Balance on June 30, 2018 as a % of FYE 2018 Operating Appropriations	7.75%

TOWN OF GROTON
FYE 2018 Adopted Budget
GENERAL FUND REVENUE DETAIL

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	PROPOSED FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	$ Variance Adjusted to Adopted	% Variance Adjusted to Adopted
	General Property Taxes								
4110	Current Taxes	$ 77,928,781	$ 80,948,393	$ 80,755,000	$ 91,651,630	$ 85,102,931	$ 86,143,970	$ 5,195,577	6.4%
4111	Supplemental MV Tax	$ 478,301	$ 452,000	$ 566,000	$ 431,000	$ 431,000	$ 431,000	$ (21,000)	-4.6%
4113	Interest & Lien Fees	$ 694,496	$ 574,000	$ 537,000	$ 355,000	$ 355,000	$ 355,000	$ (219,000)	-38.2%
4114	Prior Year Taxes	$ 1,118,888	$ 1,000,000	$ 973,000	$ 870,000	$ 870,000	$ 870,000	$ (130,000)	-13.0%
		$ -							
	Total General Property Taxes	$ 80,220,466	$ 82,974,393	$ 82,831,000	$ 93,307,630	$ 86,758,931	$ 87,799,970	$ 4,825,577	5.8%
		$ -							
	Licenses and Permits	$ -							
4234	Bldg & Related Permits/C.O.	$ 407,403	$ 271,640	$ 271,640	$ 338,550	$ 338,550	$ 338,550	$ 66,910	24.6%
4236	Sporting Licenses	$ 633	$ 675	$ 550	$ 550	$ 550	$ 550	$ (125)	-18.5%
4238	Dog Licenses	$ 7,681	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ -	0.0%
4239	Other Licenses & Permits	$ 17,886	$ 18,546	$ 19,800	$ 19,000	$ 19,000	$ 19,000	$ 454	2.4%
4242	Building Permits-Education Fee	$ 396	$ 242	$ 242	$ 325	$ 325	$ 325	$ 83	34.3%
4243	State Land Use Fees	$ 230	$ 175	$ 150	$ 150	$ 150	$ 150	$ (25)	-14.3%
		$ -							
	Total Licenses and Permits	$ 434,229	$ 298,278	$ 299,382	$ 365,575	$ 365,575	$ 365,575	$ 67,297	22.6%
		$ -							
	Revenue from Investments	$ -							
4412	Interest on Investments	$ 97,091	$ 95,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 30,000	31.6%
		$ -							
	Total Revenue from Investments	$ 97,091	$ 95,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 30,000	31.6%
		$ -							
	State Grants in Aid-Education	$ -							
4521	Education Cost Sharing	$ 25,753,096	$ 25,287,526	$ 24,979,526	$ 20,040,045	$ 20,040,045	$ 19,979,526	$ (5,308,000)	-21.0%
4522	Adult Education	$ 103,726	$ 102,660	$ 107,464	$ 102,334	$ 102,334	$ 105,000	$ 2,340	2.3%
4525	Special Education	$ 1,124,603	$ 1,142,663	$ 915,000	$ 1,142,663	$ 1,142,663	$ 915,000	$ (227,663)	-19.9%
4527	Non-Public Transportation	$ 49,520	$ -	$ 49,520	$ 49,520	$ 49,520	$ 49,520	$ 49,520	0.0%
4534	School Transportation	$ 236,347	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
4534A	Magnet School Transportation	$ 188,500	$ 182,000	$ 187,850	$ 188,500	$ 188,500	$ 188,000	$ 6,000	3.3%
4544	Non-Public Pupil Service	$ 21,743	$ -	$ 187,850	$ 188,500	$ 188,500	$ 188,000	$ 1,080	0.0%
	Total State Grants in Aid-Education	$ 27,477,535	$ 26,714,849	$ 26,261,593	$ 21,544,805	$ 21,544,805	$ 21,259,046	$ (5,455,803)	-20.4%
	State Grants in Aid-General Gov								
4516	Municipal Project Grant	$ 1,242,507	$ 1,240,819	$ 1,240,819	$ -	$ -	$ -	$ (1,240,819)	-100.0%
4553	PILOT: State & Tax Exempts	$ 986,196	$ 1,015,992	$ 1,011,019	$ 817,226	$ 817,226	$ 1,011,019	$ (4,973)	-0.5%
4554	Pequot-Mohegan Grant	$ 1,412,077	$ 1,336,108	$ 890,739	$ 1,337,797	$ 1,337,797	$ 881,831	$ (454,277)	-34.0%
4555	911 Enhancements	$ 165,318	$ 165,318	$ 165,318	$ 165,318	$ 165,318	$ 165,318	$ -	0.0%
4556	Miscellaneous State Revenue	$ 115	$ 7,026	$ 132	$ -	$ -	$ -	$ (7,026)	-100.0%
4557	Nuclear Safety Drill	$ 31,453	$ 37,041	$ 37,041	$ 37,041	$ 37,041	$ 37,041	$ -	0.0%
4558	Highway Illumination	$ 1,812	$ 1,619	$ 1,619	$ 1,619	$ 1,619	$ 1,619	$ -	0.0%
4559	Town Highway Aid	$ 380,167	$ 380,167	$ 381,016	$ 381,016	$ 381,016	$ 381,016	$ 849	0.2%
4560	Telephone Access	$ 172,106	$ 162,000	$ 174,974	$ 170,000	$ 170,000	$ 170,000	$ 8,000	4.9%
4562	Municipal Rev. Sharing: Sales Tax Funds	$ -	$ 433,177	$ 433,177	$ 433,177	$ 433,177	$ 433,177	$ -	0.0%
4566	TVCCA-Supp Housing Program Grant	$ 9,000	$ 9,000	$ 4,500	$ 9,000	$ 9,000	$ -	$ (9,000)	-100.0%
4568	Youth Service Bureau	$ 29,859	$ 29,859	$ 27,242	$ 27,242	$ 27,242	$ 27,242	$ (2,617)	-8.8%
	Total State Grants in Aid-General Gov	$ 4,430,610	$ 4,818,126	$ 4,367,596	$ 3,379,436	$ 3,379,436	$ 3,108,263	$ (1,709,863)	-35.5%
	Federal Grants in Aid								
4508	Federal Funds	$ 134,529	$ 120,000	$ 139,000	$ 140,000	$ 140,000	$ 139,000	$ 19,000	15.8%
4510	FEMA Reimbursement	$ 15,421	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
4591	Pupil Impact Aid	$ 3,436,824	$ 3,459,863	$ 3,174,549	$ 3,325,474	$ 3,325,474	$ 3,250,000	$ (209,863)	-6.1%
4592	Emergency Management (SLA)	$ 20,088	$ 20,019	$ 20,019	$ 20,019	$ 20,019	$ 20,019	$ -	0.0%
	Total Federal Grants in Aid	$ 3,606,862	$ 3,599,882	$ 3,333,568	$ 3,485,493	$ 3,485,493	$ 3,409,019	$ (190,863)	-5.3%

TOWN OF GROTON
FYE 2018 Adopted Budget
GENERAL FUND REVENUE DETAIL

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	PROPOSED FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	$ Variance Adjusted to Adopted	% Variance Adjusted to Adopted
	Charges for Current Services								
4602	Planning Application Fees	$ 12,595	$ 12,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ (2,000)	-16.7%
4610	Recording Instruments	$ 146,678	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ -	0.0%
4611	Conveyance Tax	$ 712,777	$ 700,000	$ 1,187,500	$ 700,000	$ 700,000	$ 700,000	$ -	0.0%
4616	Golf Course Contribution	$ 60,376	$ 59,430	$ 59,430	$ 58,853	$ 58,853	$ 58,853	$ (577)	-1.0%
4617	Maps/Copies/Document Sales	$ 1,187	$ 500	$ 800	$ 500	$ 500	$ 500	$ -	0.0%
4618	Tax Collection Services	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ -	0.0%
4620	Sewer Fund/Landfill Service Contribution	$ 768,004	$ 469,624	$ 469,624	$ 457,572	$ 457,572	$ 457,572	$ (12,052)	-2.6%
4622	Accident Reports	$ 3,698	$ 3,950	$ 3,650	$ 4,000	$ 4,000	$ 4,000	$ 50	1.3%
4623	Dispatch/Paramedic Service	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ -	0.0%
4624	N Stonington-Dispatch	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ -	0.0%
4627	Housing Authority Shelter Rent	$ 62,994	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
4629	Coord Medical Emergency Director	$ 22,258	$ 22,257	$ 22,257	$ 22,257	$ 22,257	$ 22,257	$ -	0.0%
4631	BOE-FHS/Ground Mowing	$ 55,010	$ 56,660	$ 56,660	$ 58,360	$ 58,360	$ 58,360	$ 1,700	3.0%
4632	GIS Revenue	$ 647	$ 700	$ 600	$ 600	$ 600	$ 600	$ (100)	-14.3%
4637	Snow/Ice Control Services	$ 26,105	$ 32,467	$ 11,166	$ 16,000	$ 16,000	$ 16,000	$ (16,467)	-50.7%
4641	Vital Statistics	$ 4,842	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ -	0.0%
	Total Charges for Current Services	$ 2,079,809	$ 1,715,226	$ 2,179,325	$ 1,685,780	$ 1,685,780	$ 1,685,780	$ (29,446)	-1.7%
	Schools-Library-Recreation								
4662	Tuition from Other Towns	$ 100,921	$ 97,828	$ 144,499	$ 100,921	$ 100,921	$ 145,487	$ 47,659	48.7%
4669	Other School Receipts	$ 89,029	$ 72,080	$ 40,557	$ 89,029	$ 89,029	$ 18,998	$ (53,082)	-73.6%
4670	Library Fines	$ 20,812	$ 20,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$ (2,000)	-10.0%
4671	Library-Lost & Damaged	$ 3,363	$ 3,400	$ 2,900	$ 3,400	$ 3,400	$ 2,900	$ (500)	-14.7%
4672	Senior Programs	$ 56,170	$ 2,500	$ 2,200	$ 2,500	$ 2,500	$ 2,500	$ -	0.0%
4686	Park & Recreation Rentals	$ 455	$ 1,500	$ 500	$ 500	$ 500	$ 500	$ (1,000)	-66.7%
4688	Library Fees	$ 16,292	$ 16,500	$ 14,000	$ 14,000	$ 14,000	$ 14,000	$ (2,500)	-15.2%
4691	Library-Copier Fees	$ 6,432	$ 6,200	$ 5,600	$ 5,500	$ 5,500	$ 5,500	$ (700)	-11.3%
	Total Schools-Library-Recreation	$ 293,474	$ 220,008	$ 228,256	$ 233,850	$ 233,850	$ 207,885	$ (12,123)	-5.5%
		$ -							
	Other Revenue								
4310	Court Fines	$ 22,898	$ 18,250	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ (3,250)	-17.8%
4311	Parking Tickets	$ 360	$ 1,500	$ 360	$ 350	$ 350	$ 350	$ (1,150)	-76.7%
4710	Land Record Copies	$ 33,114	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ -	0.0%
4711	Vital Copies	$ 69,891	$ 64,000	$ 64,000	$ 64,000	$ 64,000	$ 64,000	$ -	0.0%
4712	Finance Dept. Copies	$ 960	$ 900	$ 900	$ 900	$ 900	$ 900	$ -	0.0%
4714	Returned Check Fees	$ 960	$ 1,000	$ 1,100	$ 1,200	$ 1,200	$ 1,200	$ 200	20.0%
4715	Aircraft Registrations	$ 20,690	$ 20,000	$ 21,070	$ 21,000	$ 21,000	$ 21,000	$ 1,000	5.0%
4716	Delinquent MV Fee	$ 16,532	$ 18,709	$ 16,500	$ 16,600	$ 16,600	$ 16,600	$ (2,109)	-11.3%
4731	Sale of Capital Assets	$ 2,272	$ 2,500	$ 9,000	$ 2,500	$ 2,500	$ 2,500	$ -	0.0%
4733	Misc. Unclassified	$ 19,924	$ 5,000	$ 41,758	$ 2,500	$ 2,500	$ 10,000	$ 5,000	100.0%
4734	Animal Control Fees	$ 3,945	$ 4,150	$ 3,500	$ 4,000	$ 4,000	$ 4,000	$ (150)	-3.6%
4740	Disposal Fees	$ 166,467	$ 130,000	$ 132,000	$ 130,000	$ 130,000	$ 130,000	$ -	0.0%
4741	Lease Fees	$ -	$ 156,786	$ 161,286	$ 156,786	$ 156,786	$ 156,786	$ -	0.0%
4766	Payments From Other Funds	$ 32,107	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ -	0.0%
	Total Other Revenue	$ 535,125	$ 455,795	$ 499,474	$ 447,836	$ 447,836	$ 455,336	$ (459)	-0.1%
	Total Revenue	$ 119,175,201	$ 120,891,557	$ 120,125,194	$ 124,575,405	$ 118,026,706	$ 118,415,874	$ (2,475,683)	-2.0%
4999A	Committed Fund Balance	$ 1,800,000	$ 666,693	$ 666,693	$ -	$ -	$ -	$ (666,693)	$ -
4999	Fund Balance Applied	$ 2,797,083	$ -	$ 401,441	$ 562,064	$ 1,033,084	$ 481,258	$ 481,258	$ -
	Total Fund Balance Applied	$ 4,597,083	$ 666,693	$ 1,068,134	$ 562,064	$ 1,033,084	$ 481,258	$ (185,435)	
	Total Revenue with Fund Balance	$ 123,772,284	$ 121,558,250	$ 121,193,328	$ 125,137,469	$ 119,059,790	$ 118,897,132	$ (2,661,118)	-2.2%

TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

The adopted financing plan for the General Fund for Fiscal Year Ending June 30, 2018 totals $118,897,132 . This is a decrease of 2.2% over the FYE 2017 revenue budget. The following are explanations of the FYE 2018 revenues by category along with comparison financial data.
Historically revenues designated from the State of Connecticut are based on State's Adopted Budget however the State had not adopted a budget as of June 2017 and final state revenues were unknown at the time the Town was required to set the mill rate by Town Charter. State revenues in the FYE 2018 adopted budget are based on the FYE 2017 estimates for State revenues and includes an estimated $5 million reduction in the Education Cost Sharing Grant. This budget estimates that $9.2 million (7.75%) will remain in the fund balance after $481,258 is applied to fund the FYE 2018 Budget.

*****GENERAL PROPERTY TAXES; 73.8% of the General Fund Budget:**

For FYE 2018, the FYE 2017 mill rate of 21.73 mills is increased by 1.90 mills to 23.63 mills, a 8.7% increase.

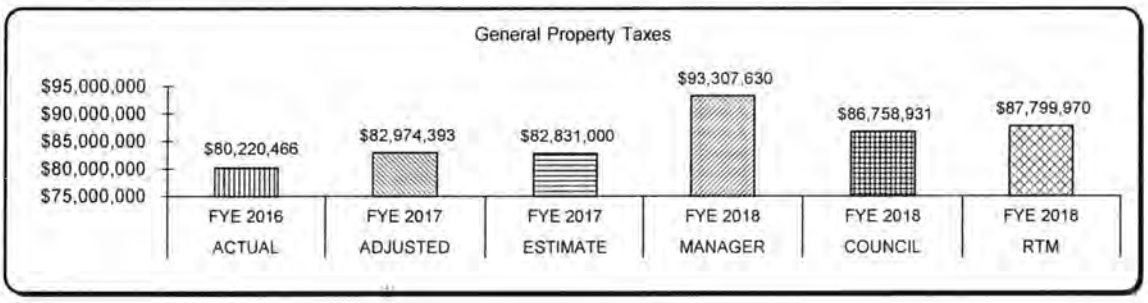
*Current Taxes: The current levy for FYE 2018 is based on all taxable property in the Town as of October 1, 2016, after adjustments by the Board of Assessment Appeals.
The total of all taxable property is called the Grand List and consists of real estate, personal property and motor vehicles.
The amount to be raised by taxes is calculated by taking the adopted budget appropriations for FYE 2018 less estimated receipts from non-tax sources.
The mill rate (one mill is equivalent to one dollar of tax for every one thousand dollars of assessed value) is then calculated by using the October 1, 2016 Grand List and the tax collection rate of 98.4%.
Current taxes are due July 1 and January 1.
The Grand List which consists of three categories, decreased 2.2% after Board of Assessment Appeals primarily due to the October 1, 2016 Revaluation. The real estate category decreased by 3.3%,personal property experienced a 7.5% increase and motor vehicles increased 2.0%. Both personal property and motor vehicles are revalued every year.

*Supplemental Motor Vehicle Tax: These taxes are based on vehicles expected to be registered in the Town during the interim period of October 2, 2016 to August 1, 2017; i.e., after the Grand List of October 1, 2016 has been set.

*Interest & Lien Fees: An interest rate of 1.5% per month is applied on delinquent taxes as well as a $24.00 lien fee on any property that has a lien placed on it.

*Prior Year Taxes: These are the anticipated collections of delinquent taxes.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	FUNCTION(S) CODE
4110	Current Taxes	$ 77,928,781	$ 80,948,393	$ 80,755,000	$ 91,651,630	$ 85,102,931	$ 86,143,970	1999
4111	Supplemental MV Tax	$ 478,301	$ 452,000	$ 566,000	$ 431,000	$ 431,000	$ 431,000	1999
4113	Interest & Lien Fees	$ 694,496	$ 574,000	$ 537,000	$ 355,000	$ 355,000	$ 355,000	1999
4114	Prior Year Taxes	$ 1,118,888	$ 1,000,000	$ 973,000	$ 870,000	$ 870,000	$ 870,000	1999
	Total General Property Taxes	$ 80,220,466	$ 82,974,393	$ 82,831,000	$ 93,307,630	$ 86,758,931	$ 87,799,970	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

*****LICENSES & PERMITS;** **0.3% of the General Fund Budget:**

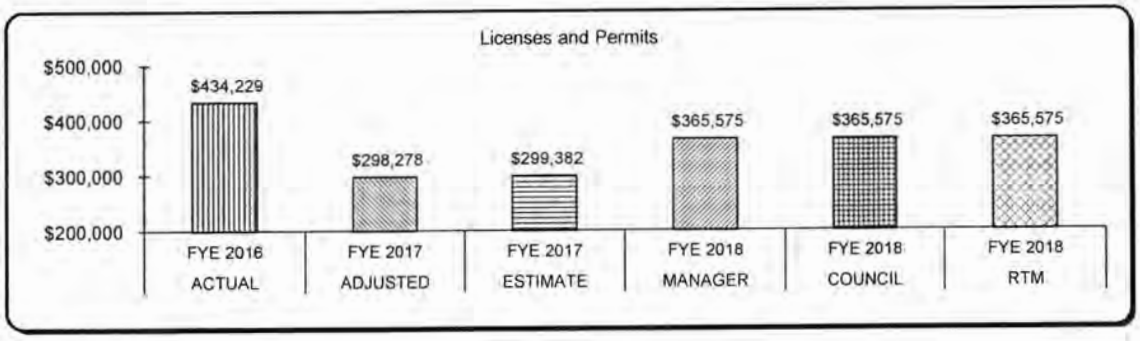
*Building Permits/Certificates of Occupancy: The Town charges $20.00 on the first thousand dollars of construction cost and thereafter a $10.00 fee on each one thousand dollars of construction. The Town also collects an issuance fee of $10 or 2% of the building permit fee, whichever is greater.

*Sporting Licenses: revenues reflect the $1.00 per license that is retained by the Town.

*Dog Licenses: revenues reflect the Town's portion of the amount of License fees that are collected of which some of the remainder is returned to the State.

*Other Licenses and Permits: This category includes revenues from Marriage Licenses, Pistol Permits and Vendor Permits.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	FUNCTION(S) CODE
4234	Build and Related Permits/C.O.	$ 407,403	$ 271,640	$ 271,640	$ 338,550	$ 338,550	$ 338,550	1046
4236	Sporting Licenses	$ 633	$ 675	$ 550	$ 550	$ 550	$ 550	1005
4238	Dog Licenses	$ 7,681	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	1005
4239	Other Licenses & Permits	$ 17,886	$ 18,546	$ 19,800	$ 19,000	$ 19,000	$ 19,000	1005, 1024
4242	Building Permits-Education Fee	$ 396	$ 242	$ 242	$ 325	$ 325	$ 325	1046
4243	State Land Use Fees	$ 230	$ 175	$ 150	$ 150	$ 150	$ 150	1046
	Total Licenses & Permits	$ 434,229	$ 298,278	$ 299,382	$ 365,575	$ 365,575	$ 365,575	

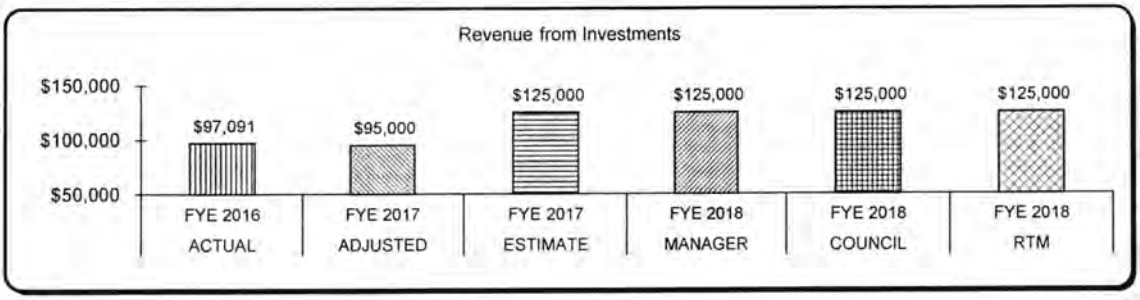


TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

*****REVENUE FROM INVESTMENTS;** **0.1% of the General Fund Budget:**

*Interest on Investments: reflects the income earned from temporary investments made when Town funds in a given period exceeds the Town's immediate disbursement needs. Projected earnings from investments were budgeted at an average interest rate of 0.19% for FYE 2017 and now estimated at 0.37% for FYE 2018.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	FUNCTION(S) CODE
4412	Interest on Investments	$ 97,091	$ 95,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	1013
	Total Revenue from Investments	$ 97,091	$ 95,000	$ 125,000	$ 125,000	$ 125,000	$ 125,000	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

*****STATE GRANTS IN AID-EDUCATION;** **17.9% of the General Fund Budget:**

Historically the revenues designated from the State of Connecticut are based on the State's Adopted Budget however the State had not adopted a budget by June 2017. The Governors Biennium Budget for FYE 2018 issued February 8, 2017 and revised in May 2017 contained significant cuts to state grants and particularly the Education Cost Sharing Grant. The FYE Adjusted revenues were based on the Governor's FYE 2017 budget while the FYE 2017 estimates are based on the Governor's Biennium Budget dated February 8, 2017. Due to the uncertainty of final municipal aid for FYE 2018 the FYE 2017 estimates per the February 8, 2017 'Estimates of State Formula Aid to Municipalities" have been used as the adopted FYE 2018 revenue with the exception of Education Cost Sharing which has been reduced by $5,000,000. Special Education and and Non-Public Services are based on information received from the Groton Board of Education.

*Education Cost Sharing (ECS): reflects the aid to the Town based on a State formula which takes into account a municipalities' wealth, State Guaranteed Wealth Level, state minimum education requirement and the count of "need students". Adopted *FYE 2018 grant amount reflects a $5,000,000 reduction to the estimated FYE 2017 grant total.*

*Adult Education: provides reimbursement of a percentage of eligible costs of providing Adult Education programs.

*Special Education & Excess Special Education: provides assistance for special education programs.

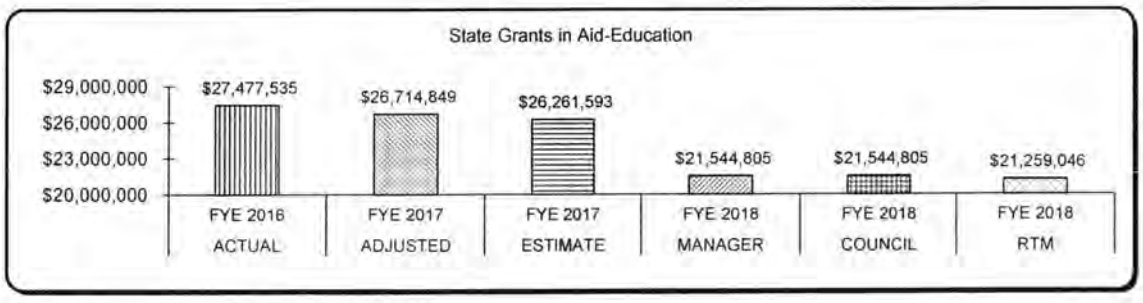
*Non-Public Transportation: reimbursement for transportation provided to private schools in the same manner and the basis as Public School transportation. Grant was eliminated in the FYE 2017 State budget.

*School Transportation: provides for reimbursement of a portion of the costs associated with providing pupil transportation. Grant was eliminated in the FYE 2017 State budget.

*Magnet School Transportation: provides for reimbursement of a portion of the costs associated with providing magnet school transportation.

*Non-Public Pupil Service: represents a health services grant related to school based health centers.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	FUNCTION(S) CODE
4521	Education Cost Sharing	$ 25,753,096	$ 25,287,526	$ 24,979,526	$ 20,040,045	$ 20,040,045	$ 19,979,526	1080
4522	Adult Education	$ 103,726	$ 102,660	$ 107,464	$ 102,334	$ 102,334	$ 105,000	1080
4525	Special Education	$ 1,124,603	$ 1,142,663	$ 915,000	$ 1,142,663	$ 1,142,663	$ 915,000	1080
4527	Non-Public Transportation	$ 49,520	$ 0	$ 49,520	$ 49,520	$ 49,520	$ 49,520	1080
4534	School Transportation	$ 236,347	$ 0	$ 0	$ 0	$ 0	$ 0	1080
4534A	Magnet School Transportation	$ 188,500	$ 182,000	$ 187,850	$ 188,500	$ 188,500	$ 188,000	1080
4544	Non-Public Pupil Service	$ 21,743	$ 0	$ 22,233	$ 21,743	$ 21,743	$ 22,000	1080
	Total State Grants in Aid-Education	$ 27,477,535	$ 26,714,849	$ 26,261,593	$ 21,544,805	$ 21,544,805	$ 21,259,046	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

*****STATE GRANTS IN AID-GENERAL GOVERNMENT; 2.6% of the General Fund Budget:**

Historically the revenues designated from the State of Connecticut are based on the State's Adopted Budget however the State had not adopted a budget by June 2017. The Governors Biennium Budget for FYE 2018 issued February 8, 2017 and revised in May 2017 contained significant cuts to state grants. The FYE Adjusted revenues were based on the Governor's FYE 2017 budget while the FYE 2017 estimates are based on the Governor's Biennium Budget dated February 8, 2017. Due to the uncertainty of final state revenue for FYE 2018 the FYE 2017 estimates have been used for the adopted FYE 2018 revenue.

*Municipal Projects Grants: represents the allocation of funds designated for public works' related projects, i.e., roads and streets and snow and ice control and the administration and planning thereof. No funding is proposed in the State budget for this grant. *This grant is proposed to be eliminated in the State budget.*

*PILOT: State & Tax Exemptions: represents tax loss resulting from the exemptions for eligible state-owned property as well as exemptions for veterans and the elderly.

*Pequot/Mohegan Grant: represents the allocation of funds resulting from the agreement reached in 1993, as amended between the State of Connecticut, the Mashantucket Pequots and the Mohegans for a portion of Indian Gaming revenues from slot machines. The State returns a portion of these revenues to the municipalities based on various statutory formulas. *The proposed state budget included a reduction for this grant in 2017 and 2018.*

*911 Enhancements: represents a state legislated monthly surcharge of $0.40 to $0.50 placed on each telephone line. The funds are used to provide grants to Medical Regional Medical Coordination (C-MED) Centers and 911 Centers to partially offset operating costs. As both a 911 Center and a C-MED, Groton is a recipient of these grant funds.

*Nuclear Safety Drill: the Town's reimbursement for expenses incurred for conducting a Millstone safety drill and other related expenses.

*Highway Illumination. State grant to reimburse the cost of streetlights along state highways.

*Town Highway Aid: is a grant used for various purposes including the construction and maintenance of public highways, roads and bridges.

*Telephone Access: reflects the amount of personal property tax liability for telecommunications services providers. The tax liability is calculated by applying a 70% assessment ratio to the declared value of personal property in the Town as of October 1, 2016.

*Municipal Rev. Sharing: Sales Tax Funds: a portion of sales taxes revenue will be diverted to the Municipal Revenue Sharing account to be distributed to municipalities.

*Municipal Aid Adjustment Grant: provides municipalities an offset of any lost revenue from the elimination of funding from major statutory formula grants. The FYE 2016 State budget eliminated funding for this grant.

*Thames Valley Council for Community Action (TVCCA): represents a grant which provides supplemental funding to the Human Services Department which allows expanded housing and outreach activities.

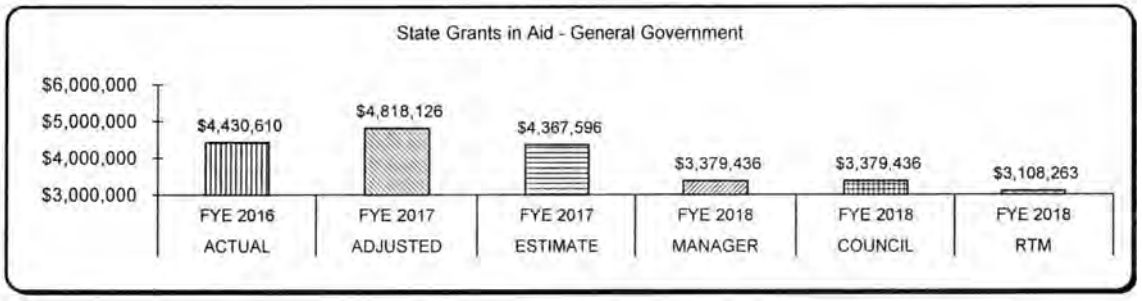
*Youth Service Bureau: represents a grant which enables the Human Services Department to provide counseling and crisis intervention services for at risk children, youth and parents.

(con't)

TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

*****STATE GRANTS IN AID-GENERAL GOVERNMENT; (con't)**

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	FUNCTION(S) CODE
4516	Municipal Project Grant	$ 1,242,507	$ 1,240,819	$ 1,240,819	$ 0	$ 0	$ 0	1035
4553	PILOT: State & Tax Exempts	$ 986,196	$ 1,015,992	$ 1,011,019	$ 817,226	$ 817,226	$ 1,011,019	1999
4554	Pequot-Mohegan Grant	$ 1,412,077	$ 1,336,108	$ 890,739	$ 1,337,797	$ 1,337,797	$ 881,831	1999
4555	911 Enhancements	$ 165,318	$ 165,318	$ 165,318	$ 165,318	$ 165,318	$ 165,318	1014
4556	Miscellaneous State Revenue	$ 115	$ 7,026	$ 132	$ 0	$ 0	$ 0	1024
4557	Nuclear Safety Drill	$ 31,453	$ 37,041	$ 37,041	$ 37,041	$ 37,041	$ 37,041	1014
4558	Highway Illumination	$ 1,812	$ 1,619	$ 1,619	$ 1,619	$ 1,619	$ 1,619	1035
4559	Town Highway Aid	$ 380,167	$ 380,167	$ 381,016	$ 381,016	$ 381,016	$ 381,016	1035
4560	Telephone Access	$ 172,106	$ 162,000	$ 174,974	$ 170,000	$ 170,000	$ 170,000	1999
4562	Municipal Rev. Sharing: Sales Tax Funds	$ 0	$ 433,177	$ 433,177	$ 433,177	$ 433,177	$ 433,177	1999
4566	TVCCA-Supp Housing Program Grant	$ 9,000	$ 9,000	$ 4,500	$ 9,000	$ 9,000	$ 0	1051
4568	Youth Service Bureau	$ 29,859	$ 29,859	$ 27,242	$ 27,242	$ 27,242	$ 27,242	1051
	Total State Grants in Aid-General Govern.	$ 4,430,610	$ 4,818,126	$ 4,367,596	$ 3,379,436	$ 3,379,436	$ 3,108,263	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

*****FEDERAL GRANTS IN AID:** **2.9% of the General Fund Budget:**

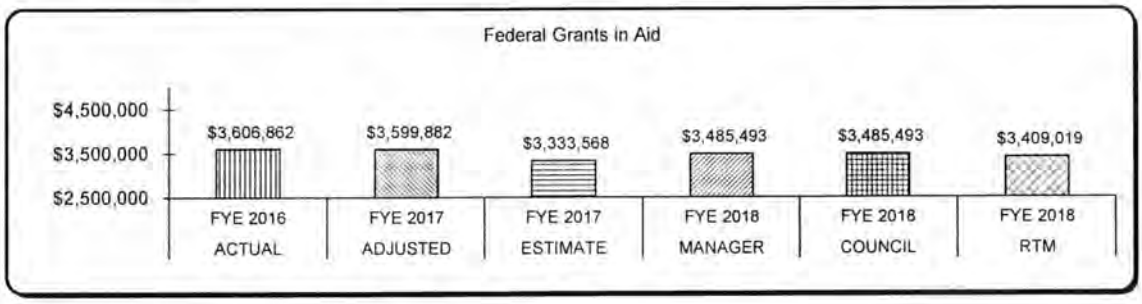
*Federal Funds: Federal reimbursements for health services for special education students who are eligible to receive Medicaid.

*FEMA Reimbursement: Federal reimbursement for storm related damages.

*Pupil Impact Aid: Federal reimbursement for the cost of educating federal dependents. This revenue is based on school enrollments and on a limited amount of funds appropriated by the U. S. Congress with estimates received by the Board of Education from the Federal Department of Education.

*Emergency Management (SLA): Partial reimbursement for costs related to Civil Preparedness through the State and Local Assistance (SLA) program.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	FUNCTION(S) CODE
4508	Federal Funds	$ 134,529	$ 120,000	$ 139,000	$ 140,000	$ 140,000	$ 139,000	1080
4510	FEMA Reimbursement	$ 15,421	$ 0	$ 0	$ 0	$ 0	$ 0	
4591	Pupil Impact Aid	$ 3,436,824	$ 3,459,863	$ 3,174,549	$ 3,325,474	$ 3,325,474	$ 3,250,000	1080
4592	Emergency Management (SLA)	$ 20,088	$ 20,019	$ 20,019	$ 20,019	$ 20,019	$ 20,019	1014
	Total Federal Grants in Aid	$ 3,606,862	$ 3,599,882	$ 3,333,568	$ 3,485,493	$ 3,485,493	$ 3,409,019	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

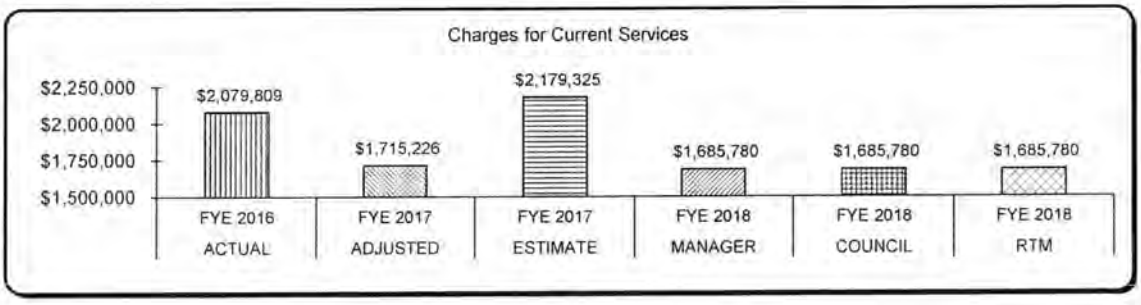
*****CHARGES FOR CURRENT SERVICES;** **1.4% of the General Fund Budget:**

*A variety of revenues that the Town's General Fund receives for services that it provides to the public, other organizations and other funds.

Conveyance Tax revenue is made up of two portions, a local real estate conveyance tax of 0.25% of the selling price for all municipalities and an additional 0.25% for "targeted investment communities" (TIC) of which Groton is categorized, for a total of 0.50%.

On February 1, 2016 the Town Council approved amending the cooperation agreements with the Housing Authority for Grasso Gardens and Pequot Village. The amended agreement reduces the shelter rent PILOT payment from 10% to 0% and the Authority will assume payment of the sewer use charges themselves.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	FUNCTION(S) CODE
4602	Planning Commission Fees	$ 12,595	$ 12,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	1046
4610	Recording Instruments	$ 146,678	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	1005
4611	Conveyance Tax	$ 712,777	$ 700,000	$ 1,187,500	$ 700,000	$ 700,000	$ 700,000	1005
4616	Golf Course Contribution	$ 60,376	$ 59,430	$ 59,430	$ 58,853	$ 58,853	$ 58,853	1999
4617	Maps/Copies/Document Sales	$ 1,187	$ 500	$ 800	$ 500	$ 500	$ 500	1046
4618	Tax Collection Services	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ 148,819	$ 148,819	1013
4620	Sewer Fund/Landfill Service Contribution	$ 768,004	$ 469,624	$ 469,624	$ 457,572	$ 457,572	$ 457,572	1999
4622	Accident Reports	$ 3,698	$ 3,950	$ 3,650	$ 4,000	$ 4,000	$ 4,000	1024
4623	Dispatch/Paramedic Service	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	1014
4624	N Stonington-Dispatch	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ 52,819	$ 52,819	1014
4627	Housing Authority Shelter Rent	$ 62,994	$ 0	$ 0	$ 0	$ 0	$ 0	1054
4629	Coord Medical Emergency Director	$ 22,258	$ 22,257	$ 22,257	$ 22,257	$ 22,257	$ 22,257	1014
4631	BOE-FHS/Ground Mowing	$ 55,010	$ 56,660	$ 56,660	$ 58,360	$ 58,360	$ 58,360	1064
4632	GIS Revenue	$ 647	$ 700	$ 600	$ 600	$ 600	$ 600	1013
4637	Snow/Ice Control Services	$ 26,105	$ 32,467	$ 11,166	$ 16,000	$ 16,000	$ 16,000	1035
4641	Vital Statistics	$ 4,842	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	1005
	Total Charges for Current Services	$ 2,079,809	$ 1,715,226	$ 2,179,325	$ 1,685,780	$ 1,685,780	$ 1,685,780	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

*****SCHOOLS-LIBRARY-RECREATION:** **0.2% of the General Fund Budget:**

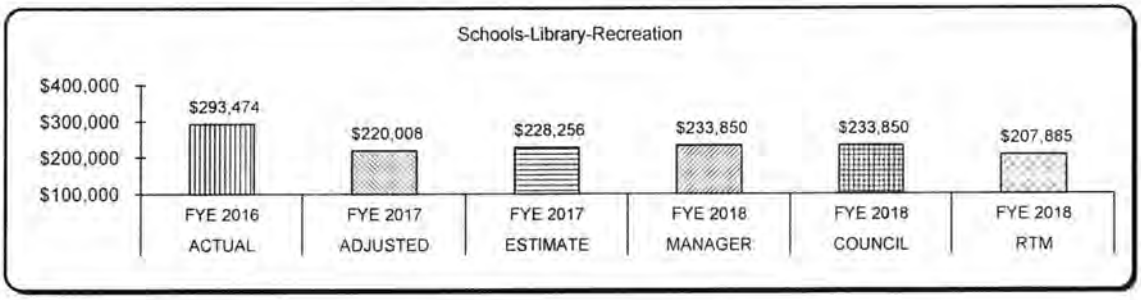
Includes revenues generated from activities provided by the Town and Board of Education of which the major revenue sources are:

*Tuition from Other Towns: reflects payments for students outside the district to attend Groton Schools.

*Other School Receipts: includes Adult Education tuition and building use fees. This category reflects the fees and tuition generated by various programs, activities and classes offered by the Town.

*Senior Programs: represents revenues generated from activities associated with the Groton Senior Center.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	FUNCTION(S) CODE
4662	Tuition from Other Towns	$ 100,921	$ 97,828	$ 144,499	$ 100,921	$ 100,921	$ 145,487	1080
4669	Other School Receipts	$ 89,029	$ 72,080	$ 40,557	$ 89,029	$ 89,029	$ 18,998	1080
4670	Library Fines	$ 20,812	$ 20,000	$ 18,000	$ 18,000	$ 18,000	$ 18,000	1063
4671	Library-Lost & Damaged	$ 3,363	$ 3,400	$ 2,900	$ 3,400	$ 3,400	$ 2,900	1063
4672	Senior Programs	$ 56,170	$ 2,500	$ 2,200	$ 2,500	$ 2,500	$ 2,500	1064
4686	Park & Recreation Rentals	$ 455	$ 1,500	$ 500	$ 500	$ 500	$ 500	1064
4688	Library Fees	$ 16,292	$ 16,500	$ 14,000	$ 14,000	$ 14,000	$ 14,000	1063
4691	Library-Copier Fees	$ 6,432	$ 6,200	$ 5,600	$ 5,500	$ 5,500	$ 5,500	1063
	Total Schools-Library-Recreation	$ 293,474	$ 220,008	$ 228,256	$ 233,850	$ 233,850	$ 207,885	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

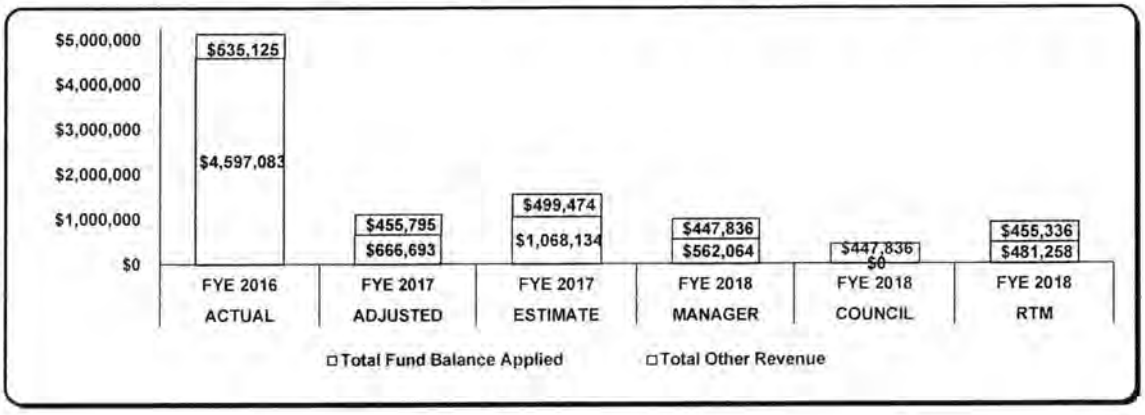
*****OTHER REVENUE and FUND BALANCE APPLIED:** **.8% of the General Fund Budget:**

A miscellaneous category which includes fees for copies of vital statistics, land records, delinquent motor vehicle fees, returned checks and income from dogs sold and redeemed from the Animal Control Shelter.

Payments from Other Funds: represents funds associated with other funds transferred to the General Fund.

A major dollar amount in this category is the Fund Balance Applied which reflects funds earmarked from unassigned funds to balance the the proposed fiscal year's expenditures. With this year's allocation of Fund Balance Applied, the General Fund's unassigned Fund Balance is projected to be at 7.75% which is the current Town Council policy.

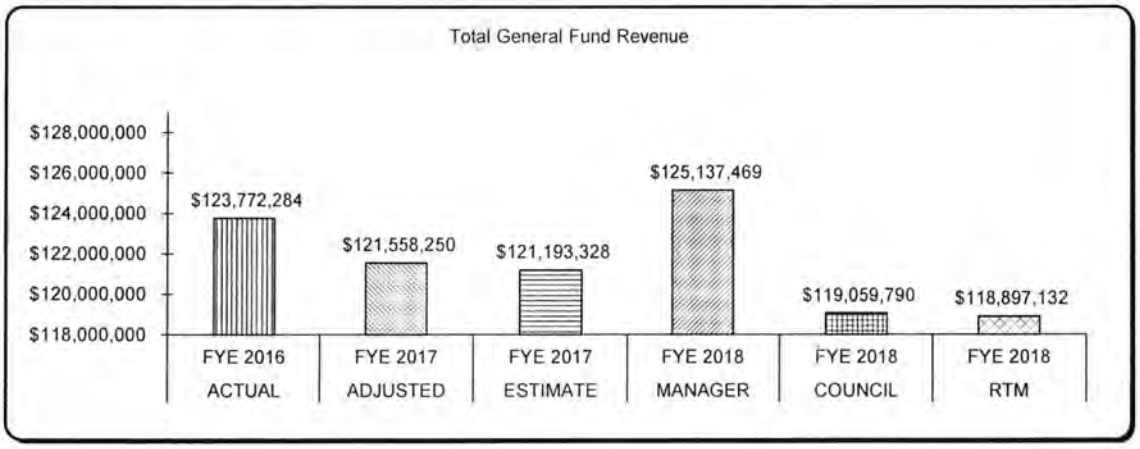
		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018	CODE
4310	Court Fines	$ 22,898	$ 18,250	$ 15,000	$ 15,000	$ 15,000	$ 15,000	1024
4311	Parking Tickets	$ 360	$ 1,500	$ 360	$ 350	$ 350	$ 350	1024
4710	Land Record Copies	$ 33,114	$ 28,000	$ 28,000	$ 28,000	$ 28,000	$ 28,000	1005
4711	Vital Copies	$ 69,891	$ 64,000	$ 64,000	$ 64,000	$ 64,000	$ 64,000	1005
4712	Finance Dept. Copies	$ 960	$ 900	$ 900	$ 900	$ 900	$ 900	1013
4714	Returned Check Fees	$ 960	$ 1,000	$ 1,100	$ 1,200	$ 1,200	$ 1,200	1013
4715	Aircraft Registrations	$ 20,690	$ 20,000	$ 21,070	$ 21,000	$ 21,000	$ 21,000	1013
4716	Delinquent MV Fee	$ 16,532	$ 18,709	$ 16,500	$ 16,600	$ 16,600	$ 16,600	1013
4731	Sale of Capital Assets	$ 2,272	$ 2,500	$ 9,000	$ 2,500	$ 2,500	$ 2,500	1013
4733	Misc. Unclassified	$ 19,924	$ 5,000	$ 41,758	$ 2,500	$ 2,500	$ 10,000	various
4734	Animal Control Fees	$ 3,945	$ 4,150	$ 3,500	$ 4,000	$ 4,000	$ 4,000	1024
4740	Disposal Fees	$ 145,005	$ 130,000	$ 132,000	$ 130,000	$ 130,000	$ 130,000	1035
4741	Lease Fees	$ 166,467	$ 156,786	$ 161,286	$ 156,786	$ 156,786	$ 156,786	various
4766	Payments From Other Funds	$ 32,107	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	various
	Total Other Revenue	$ 535,125	$ 455,795	$ 499,474	$ 447,836	$ 447,836	$ 455,336	
4999	Fund Balance Applied	$ 2,797,083	$ 0	$ 401,441	$ 562,064	$ 0	$ 481,258	1999
4999A	Committed Fund Balance Applied	$ 1,800,000	$ 666,693	$ 666,693	$ 0	$ 0	$ 0	1999
	Total Fund Balance Applied	$ 4,597,083	$ 666,693	$ 1,068,134	$ 562,064	$ 0	$ 481,258	
	Total Other Revenue & Fund Balance	$ 5,132,208	$ 1,122,488	$ 1,567,608	$ 1,009,900	$ 447,836	$ 936,594	



TOWN OF GROTON
GENERAL FUND REVENUE DESCRIPTIONS AND DETAIL
ADOPTED FISCAL YEAR ENDING JUNE 30, 2018

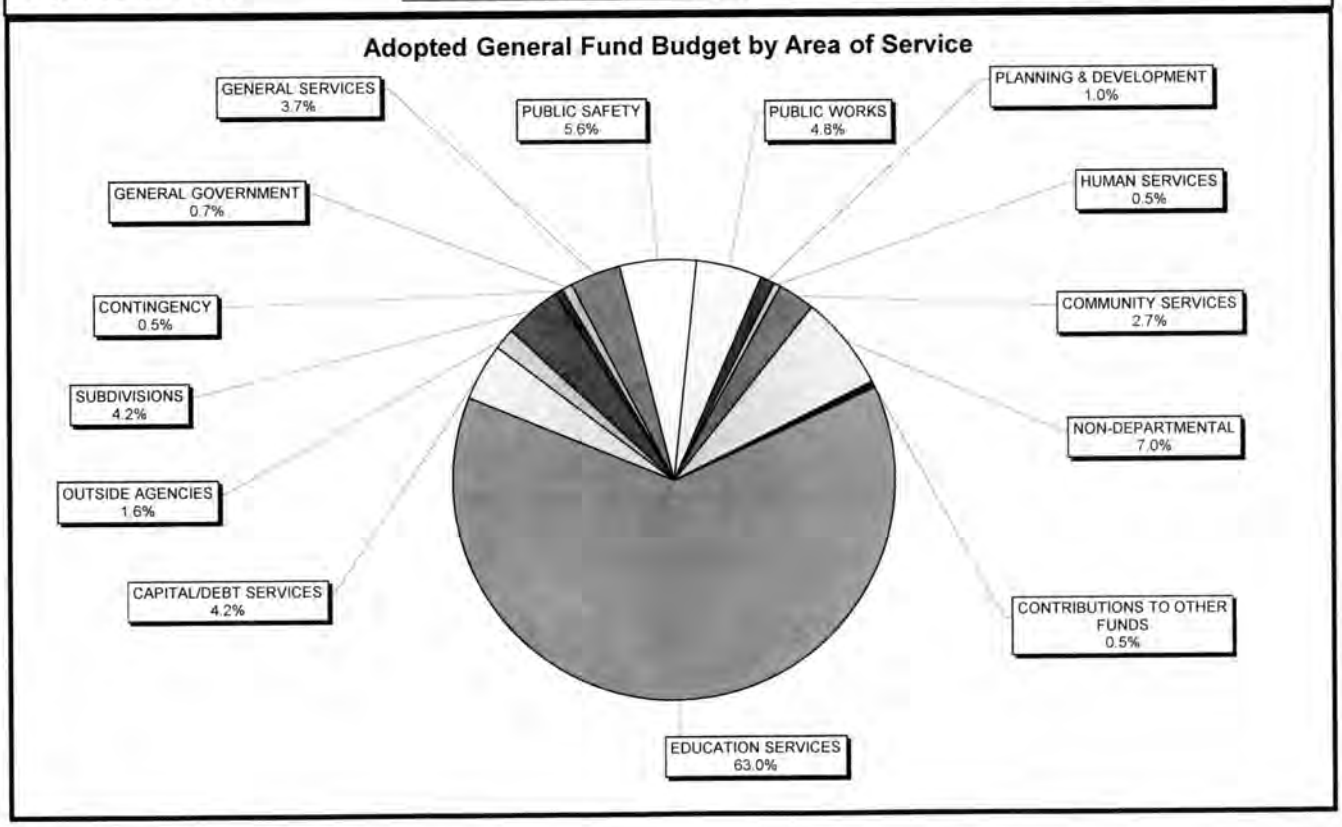
*****TOTAL GENERAL FUND REVENUE:**

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
Total Revenues and Fund Balance Applied	$123,772,284	$121,558,250	$121,193,328	$125,137,469	$ 119,059,790	$ 118,897,132



Town of Groton
TOWN OPERATION
FYE 2018 Adopted Budget
Program Summary General Fund

AREA OF SERVICE	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM ADOPTED FYE 2018
GENERAL GOVERNMENT	$ 1,101,410	$ 964,602	$ 1,024,683	$ 945,553	$ 916,053	$ 891,053	$ 891,053
GENERAL SERVICES	$ 4,342,062	$ 4,383,694	$ 4,414,572	$ 4,621,914	$ 4,489,377	$ 4,449,674	$ 4,400,253
PUBLIC SAFETY	$ 6,626,898	$ 6,662,357	$ 6,703,324	$ 6,958,999	$ 6,688,864	$ 6,688,864	$ 6,621,975
PUBLIC WORKS	$ 6,245,828	$ 6,051,485	$ 6,028,834	$ 6,207,863	$ 5,960,282	$ 5,751,672	$ 5,751,672
PLANNING & DEVELOPMENT	$ 1,195,758	$ 1,417,364	$ 1,417,224	$ 1,401,860	$ 1,247,174	$ 1,247,174	$ 1,247,174
HUMAN SERVICES	$ 586,466	$ 577,546	$ 576,632	$ 577,399	$ 577,399	$ 577,399	$ 577,399
COMMUNITY SERVICES	$ 3,328,345	$ 3,279,966	$ 3,255,068	$ 3,302,941	$ 3,234,635	$ 3,234,635	$ 3,234,635
SUBTOTAL TOWN DEPARTMENTS	$ 23,426,767	$ 23,337,014	$ 23,420,337	$ 24,016,529	$ 23,113,784	$ 22,840,471	$ 22,724,161
NON-DEPARTMENTAL	$ 9,136,274	$ 8,158,703	$ 8,145,706	$ 9,053,969	$ 8,748,582	$ 8,278,582	$ 8,278,582
CONTRIBUTIONS TO OTHER FUNDS	$ 187,000	$ 578,250	$ 578,250	$ 1,118,322	$ 1,093,322	$ 546,661	$ 546,661
SUBTOTAL TOWN OTHER	$ 9,323,274	$ 8,736,953	$ 8,723,956	$ 10,172,291	$ 9,841,904	$ 8,825,243	$ 8,825,243
TOWN OPERATIONS	$ 32,750,041	$ 32,073,967	$ 32,144,293	$ 34,188,820	$ 32,955,688	$ 31,665,714	$ 31,549,404
EDUCATION SERVICES	$ 76,070,086	$ 76,468,239	$ 76,220,758	$ 77,745,293	$ 77,745,293	$ 74,747,001	$ 74,900,000
CAPITAL/DEBT SERVICES	$ 7,829,781	$ 5,711,757	$ 5,711,707	$ 6,498,538	$ 6,498,538	$ 5,058,538	$ 4,958,538
OUTSIDE AGENCIES	$ 2,099,187	$ 2,020,053	$ 2,020,053	$ 2,027,373	$ 2,027,373	$ 1,939,253	$ 1,845,751
SUBDIVISIONS	$ 5,023,190	$ 4,984,413	$ 4,982,118	$ 5,260,577	$ 5,260,577	$ 4,999,284	$ 4,993,439
CONTINGENCY	$ -	$ 299,821	$ 114,399	$ 650,000	$ 650,000	$ 650,000	$ 650,000
TOTAL GENERAL FUND	$123,772,285	$121,558,250	$121,193,328	$126,370,601	$125,137,469	$ 119,059,790	$118,897,132



Town of Groton

Comparison By Function

FYE 2017 Adopted/Adjusted Budget to Adopted FYE 2018 Budget

Func. #	Function Description Area of Service	Page Number	Adopted/ Adjusted FYE 2017	Request FYE 2018	Town Manager's FYE 2018	Adopted Budget FYE 2018	$ Variance Adj. FYE17 vs. Adopted FYE18	% Variance Adj. FYE17 vs. Adopted FYE18
1001	Legislative Policy	50	$ 77,091	$ 61,155	$ 61,155	$ 61,155	$ (15,936)	(20.7%)
1003	Voter Registration	54	$ 149,694	$ 117,002	$ 117,002	$ 117,002	$ (32,692)	(21.8%)
1005	Town Clerk	57	$ 312,817	$ 314,896	$ 312,896	$ 312,896	$ 79	0.0%
1006	Legal Services	62	$ 425,000	$ 452,500	$ 425,000	$ 400,000	$ (25,000)	(5.9%)
	GENERAL GOVERNMENT		**$ 964,602**	**$ 945,553**	**$ 916,053**	**$ 891,053**	**$ (73,549)**	**(7.6%)**
1010	Executive Management	65	$ 311,560	$ 416,696	$ 308,110	$ 308,110	$ (3,450)	(1.1%)
1011	Information Technology	69	$ 990,895	$ 1,052,257	$ 1,022,511	$ 997,716	$ 6,821	0.7%
1012	Human Resources	79	$ 337,181	$ 316,244	$ 340,870	$ 316,244	$ (20,937)	(6.2%)
1013	Finance Administration	94	$ 1,376,903	$ 1,402,323	$ 1,395,374	$ 1,395,374	$ 18,471	1.3%
1014	Emergency Communications	104	$ 1,367,155	$ 1,434,394	$ 1,422,512	$ 1,382,809	$ 15,654	1.1%
	GENERAL SERVICES		**$ 4,383,694**	**$ 4,621,914**	**$ 4,489,377**	**$ 4,400,253**	**$ 16,559**	**0.4%**
1024	Public Safety	110	$ 6,662,357	$ 6,958,999	$ 6,688,864	$ 6,621,975	$ (40,382)	(0.6%)
	PUBLIC SAFETY		**$ 6,662,357**	**$ 6,958,999**	**$ 6,688,864**	**$ 6,621,975**	**$ (40,382)**	**(0.6%)**
1035	Public Works	119	$ 6,051,485	$ 6,207,863	$ 5,960,282	$ 5,751,672	$ (299,813)	(5.0%)
	PUBLIC WORKS		**$ 6,051,485**	**$ 6,207,863**	**$ 5,960,282**	**$ 5,751,672**	**$ (299,813)**	**(5.0%)**
1046	Planning & Development Svcs	143	$ 1,417,364	$ 1,401,860	$ 1,247,174	$ 1,247,174	$ (170,190)	(12.0%)
	PLANNING & DEVELOPMENT		**$ 1,417,364**	**$ 1,401,860**	**$ 1,247,174**	**$ 1,247,174**	**$ (170,190)**	**(12.0%)**
1051	Human Services	153	$ 577,546	$ 577,399	$ 577,399	$ 577,399	$ (147)	(0.0%)
	HUMAN SERVICES		**$ 577,546**	**$ 577,399**	**$ 577,399**	**$ 577,399**	**$ (147)**	**(0.0%)**
1063	Groton Public Library	163	$ 1,650,000	$ 1,653,049	$ 1,648,049	$ 1,648,049	$ (1,951)	(0.1%)
1064	Parks & Recreation	172	$ 1,629,966	$ 1,649,892	$ 1,586,586	$ 1,586,586	$ (43,380)	(2.7%)
	COMMUNITY SERVICES		**$ 3,279,966**	**$ 3,302,941**	**$ 3,234,635**	**$ 3,234,635**	**$ (45,331)**	**(1.4%)**
	SUBTOTAL TOWN DEPARTMENTS		**$ 23,337,014**	**$ 24,016,529**	**$ 23,113,784**	**$ 22,724,161**	**$ (612,853)**	**(2.6%)**
1070	Insurance & Claims	84	$ 594,819	$ 654,094	$ 622,425	$ 622,425	$ 27,606	4.6%
1071	Self Funded Plans	87	$ 7,563,884	$ 8,399,875	$ 8,126,157	$ 7,656,157	$ 92,273	1.2%
	NON-DEPARTMENTAL		**$ 8,158,703**	**$ 9,053,969**	**$ 8,748,582**	**$ 8,278,582**	**$ 119,879**	**1.5%**
1077	Contributions to Other Funds	188	$ 578,250	$ 1,118,322	$ 1,093,322	$ 546,661	$ (31,589)	(5.5%)
	CONTRIBUTIONS TO OTHER FUNDS		**$ 578,250**	**$ 1,118,322**	**$ 1,093,322**	**$ 546,661**	**$ (31,589)**	**(5.5%)**
	SUBTOTAL TOWN OTHER		**$ 8,736,953**	**$ 10,172,291**	**$ 9,841,904**	**$ 8,825,243**	**$ 88,290**	**1.0%**
	TOWN OPERATIONS		**$ 32,073,967**	**$ 34,188,820**	**$ 32,955,688**	**$ 31,549,404**	**$ (524,563)**	**(1.6%)**
1080	Education	191	$ 76,468,239	$ 77,745,293	$ 77,745,293	$ 74,900,000	$ (1,568,239)	(2.1%)
	EDUCATION SERVICES		**$ 76,468,239**	**$ 77,745,293**	**$ 77,745,293**	**$ 74,900,000**	**$ (1,568,239)**	**(2.1%)**
1075	Capital Reserve	218	$ 744,000	$ 1,988,000	$ 1,988,000	$ 448,000	$ (296,000)	(39.8%)
1076	Debt Service	225	$ 4,967,757	$ 4,510,538	$ 4,510,538	$ 4,510,538	$ (457,219)	(9.2%)
	CAPITAL/DEBT SERVICES		**$ 5,711,757**	**$ 6,498,538**	**$ 6,498,538**	**$ 4,958,538**	**$ (753,219)**	**(13.2%)**
1007	Regional Agencies	194	$ 137,415	$ 132,034	$ 132,034	$ 132,034	$ (5,381)	(3.9%)
1054	Health/Service/Cultural Agencies	197	$ 1,882,638	$ 1,895,339	$ 1,895,339	$ 1,713,717	$ (168,921)	(9.0%)
	OUTSIDE AGENCIES		**$ 2,020,053**	**$ 2,027,373**	**$ 2,027,373**	**$ 1,845,751**	**$ (174,302)**	**(8.6%)**
1090	City of Groton	201	$ 4,325,546	$ 4,559,851	$ 4,559,851	$ 4,320,620	$ (4,926)	(0.1%)
1091	Groton Long Point	204	$ 412,867	$ 454,726	$ 454,726	$ 426,819	$ 13,952	3.4%
1092	Fire Districts PILOT	207	$ 246,000	$ 246,000	$ 246,000	$ 246,000	$ -	0.0%
	SUBDIVISIONS		**$ 4,984,413**	**$ 5,260,577**	**$ 5,260,577**	**$ 4,993,439**	**$ 9,026**	**0.2%**
1074	Contingency	231	$ 299,821	$ 650,000	$ 650,000	$ 650,000	$ 225,000	**52.9%**
	CONTINGENCY		**$ 299,821**	**$ 650,000**	**$ 650,000**	**$ 650,000**	$ 225,000	**52.9%**
	GENERAL FUND TOTAL		**$ 121,558,250**	**$ 126,370,601**	**$ 125,137,469**	**$ 118,897,132**	**$ (2,661,118)**	**(2.2%)**

Town of Groton

Comparison By Fund

FYE 2017 Adopted/Adjusted Budget to Adopted FYE 2018 Budget

Func. #	Function Description Area of Service	Page Number	Adopted/ Adjusted FYE 2017	Department's Request FYE 2018	Town Manager's FYE 2018	Adopted Budget FYE 2018	$ Variance Adj. FYE17 vs. Adopted FYE18	% Variance Adj. FYE17 vs. Adopted FYE18
2010	Golf Course Fund	178	$ 1,190,883	$ 1,213,653	$ 1,179,862	$ 1,179,862	$ (11,021)	(0.9%)
2020	Sewer Operating Fund	129	$ 6,076,637	$ 7,067,119	$ 6,994,318	$ 6,994,318	$ 917,681	15.1%
2030	Solid Waste Fund	135	$ 1,504,364	$ 1,506,632	$ 1,477,092	$ 1,477,092	$ (27,272)	(1.8%)
2060	Mumford Cove	210	$ 21,028	$ 21,028	$ 21,028	$ 21,028	$ -	0.0%
2120	Revaluation Fund	100	$ 180,000	$ 86,000	$ 86,000	$ 86,000	$ (94,000)	(52.2%)
3240	Recreation & Senior Activities	183	$ 1,082,170	$ 1,132,356	$ 1,122,356	$ 1,122,356	$ 40,186	3.7%
3310	BorrowIT CT	168	$ 65,637	$ 49,270	$ 48,206	$ 48,206	$ (17,431)	(26.6%)
4010	Groton Sewer District	213	$ 828,774	$ 834,176	$ 834,176	$ 834,176	$ 5,402	0.7%
5010	Capital Reserve Fund	221	$ 1,795,000	$ 4,357,000	$ 4,357,000	$ 2,817,000	$ 1,022,000	56.9%
6040	Fleet Reserve Fund	139	$ 1,476,903	$ 1,866,442	$ 1,574,442	$ 1,204,092	$ (272,811)	(18.5%)
6050	Technology Replacement Fund	74	$ 70,833	$ 84,868	$ 84,868	$ 84,868	$ 14,035	19.8%
7320	Human Serv. Asst Fund	159	$ 35,000	$ 17,400	$ 17,400	$ 17,400	$ (17,600)	(50.3%)

TOWN OF GROTON

Fiscal Year Ending June 30, 2018

BUDGETS-IN-BRIEF WITHOUT FUND BALANCE APPLIED: ALL FUNDS

Purpose: *To summarize revenues and expenditures by fund for the previous actual, current adjusted, current estimated and next fiscal years.*

FINANCING PLAN BY FUND	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATED FYE 2017	ADOPTED FYE 2018
General Fund (100)	$ 119,175,197	$ 120,891,557	$ 120,125,194	$ 118,415,874
Golf Course (201)	$ 1,206,176	$ 1,221,545	$ 1,174,611	$ 1,215,384
Sewer Operating Fund (202)	$ 6,047,661	$ 6,004,204	$ 6,003,742	$ 6,642,032
Solid Waste (203)	$ 1,792,503	$ 1,483,424	$ 1,483,944	$ 1,486,102
Mumford Cove Taxing District (206)	$ 20,979	$ 21,028	$ 21,413	$ 21,028
Revaluation Fund (212)	$ 101,276	$ 129,200	$ 129,400	$ 88,650
Recreation & Senior Activities (324)	$ 986,560	$ 1,146,500	$ 944,500	$ 1,069,000
BorrowIT CT (331)	$ 29,537	$ 29,650	$ 27,700	$ 175
Sewer District (401)	$ 635,869	$ 628,774	$ 626,985	$ 634,176
Capital Reserve Fund (501)	$ 3,730,557	$ 1,265,133	$ 1,594,428	$ 1,844,000
Fleet Reserve Fund (604)	$ 1,186,854	$ 1,215,092	$ 1,222,467	$ 1,122,600
Technology Replacement Fund (605)	$ 72,290	$ 3,783	$ 3,673	$ 39,977
Human Services Asst Fund (732)	$ 25,493	$ 2,115	$ 2,325	$ 2,300
Total Revenue By Fund Without Fund Balance Applied	**$ 135,010,952**	**$ 134,042,005**	**$ 133,360,382**	**$ 132,581,298**

EXPENDITURES BY FUND	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATED FYE 2017	ADOPTED FYE 2018
General Fund (100)	$ 123,772,285	$ 121,558,250	$ 121,193,328	$ 118,897,132
Golf Course (201)	$ 1,141,934	$ 1,190,883	$ 1,181,447	$ 1,179,862
Sewer Operating Fund (202)	$ 6,078,954	$ 6,076,637	$ 6,028,414	$ 6,994,318
Solid Waste (203)	$ 1,882,014	$ 1,504,364	$ 1,504,364	$ 1,477,092
Mumford Cove Taxing District (206)	$ 21,018	$ 21,028	$ 21,028	$ 21,028
Revaluation Fund (212)	$ 249,258	$ 180,000	$ 180,000	$ 86,000
Recreation & Senior Activities (324)	$ 973,053	$ 1,082,170	$ 1,060,497	$ 1,122,356
BorrowIT CT (331)	$ 42,459	$ 65,637	$ 41,721	$ 48,206
Sewer District (401)	$ 835,309	$ 828,774	$ 827,781	$ 834,176
Capital Reserve Fund (501)	$ 4,452,400	$ 1,795,000	$ 1,924,500	$ 2,817,000
Fleet Reserve Fund (604)	$ 1,510,239	$ 1,476,903	$ 1,477,123	$ 1,204,092
Technology Replacement Fund (605)	$ 122,915	$ 70,833	$ 68,823	$ 84,868
Human Services Asst Fund (732)	$ 32,500	$ 35,000	$ 19,500	$ 17,400
Total Expenditures By Fund	**$ 141,114,338**	**$ 135,885,479**	**$ 135,528,526**	**$ 134,783,530**

TOWN OF GROTON

SUMMARY OF SOURCES AND USES - ALL FUNDS

ADOPTED FYE 2018

Purpose: To demonstrate in summary form the revenue sources and expenditures by each fund.

REVENUES - SOURCE OF FUNDS	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
General Property Taxes	$ 87,799,970				$ 21,028	
Licenses & Permits	$ 365,575					
Revenue from Investments	$ 125,000		$ 2,500	$ 900		$ 1,150
State Grants in Aid-General Govt	$ 3,108,263					
State Grants in Aid-Education	$ 21,259,046					
Federal Grants in Aid	$ 3,409,019					
Charges for Current Services	$ 1,685,780					
Schools-Library-Recreation	$ 207,885					
Other Revenue	$ 455,336			$ 15,702		
Memberships,Greens Fees, Carts		$ 1,179,384				
Sewer Use Charges			$ 6,639,532			
Disposal Fees, Bldg Lease Pmts		$ 36,000		$ 1,469,500		
Payments from Other Funds						$ 87,500
Total Revenues	$ 118,415,874	$ 1,215,384	$ 6,642,032	$ 1,486,102	$ 21,028	$ 88,650

EXPENDITURES - USE OF FUNDS	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
General Government	$ 891,053					
General Services	$ 4,400,253					$ 86,000
Public Safety	$ 6,621,975					
Public Works	$ 5,751,672		$ 6,994,318	$ 1,477,092		
Planning & Development	$ 1,247,174					
Human Services	$ 577,399					
Community Services	$ 3,234,635	$ 1,179,862				
Non-Departmental	$ 8,278,582					
Contributions To Other Funds	$ 546,661					
Education	$ 74,900,000					
Capital/Debt Service	$ 4,958,538					
Outside Agencies	$ 1,845,751					
Subdivisions	$ 4,993,439				$ 21,028	
Contingency	$ 650,000					
Total Expenditures	$ 118,897,132	$ 1,179,862	$ 6,994,318	$ 1,477,092	$ 21,028	$ 86,000

CHANGES IN FUND BALANCE	GENERAL 100	GOLF COURSE 201	SEWER OPERATING 202	SOLID WASTE 203	MUMFORD COVE SPEC. DISTRICT 206	REVALUATION 212
Net Increase (Decrease) In Fund Balance	$ (481,258)	$ 35,522	$ (352,286)	$ 9,010	$ -	$ 2,650
Estimated Beginning Fund Balance 7/1/2017	$ 9,695,786	$ 92,753	$ 2,471,471	$ 477,540	$ 602	$ 128,326
Estimated Ending Fund Balance 6/30/2018	$ 9,214,528	$ 128,275	$ 2,119,185	$ 486,550	$ 602	$ 130,976

TOWN OF GROTON

SUMMARY OF SOURCES AND USES - ALL FUNDS

ADOPTED FYE 2018

Purpose: To demonstrate in summary form the revenue sources and expenditures by each fund.

REC & SENIOR ACTIVITIES 324	BorrowIT CT 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
		$ 633,176					$ 88,454,174
							$ 365,575
	$ 175	$ 1,000	$ 17,000	$ 2,300	$ 650	$ 300	$ 150,975
							$ 3,108,263
							$ 21,259,046
							$ 3,409,019
$ 1,069,000			$ 10,000				$ 2,764,780
							$ 207,885
					$ 4,088	$ 2,000	$ 477,126
						$ -	$ 1,179,384
							$ 6,639,532
							$ 1,505,500
			$ 1,817,000	$ 1,120,300	$ 35,239	$ -	$ 3,060,039
$ 1,069,000	$ 175	$ 634,176	$ 1,844,000	$ 1,122,600	$ 39,977	$ 2,300	$ 132,581,298

REC & SENIOR ACTIVITIES 324	BorrowIT CT 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
							$ 891,053
		$ 834,176			$ 84,868		$ 5,405,297
							$ 6,621,975
				$ 1,204,092			$ 15,427,174
							$ 1,247,174
						$ 17,400	$ -
$ 1,122,356	$ 48,206						$ 5,585,059
							$ 8,278,582
							$ 546,661
							$ 74,900,000
			$ 2,817,000				$ 7,775,538
							$ 1,845,751
							$ 5,014,467
							$ 650,000
$ 1,122,356	$ 48,206	$ 834,176	$ 2,817,000	$ 1,204,092	$ 84,868	$ 17,400	$ 134,783,530

REC & SENIOR ACTIVITIES 324	BorrowIT CT 331	GROTON SEWER DISTRICT 401	CAPITAL RESERVE 501	FLEET RESERVE 604	TECHNOLOGY REPLACEMENT 605	HUMAN SERV ASST FUND 732	TOTAL ALL FUNDS
$ (53,356)	$ (48,031)	$ (200,000)	$ (973,000)	$ (81,492)	$ (44,891)	$ (15,100)	$ (2,202,232)
$ 206,565	$ 48,031	$ 504,012	$ 1,993,715	$ 440,187	$ 328,961	$ 65,114	$ 16,453,063
$ 153,209	$ -	$ 304,012	$ 1,020,715	$ 358,695	$ 284,070	$ 50,014	$ 14,250,831

TOWN OF GROTON

Fiscal Year Ending 2018

ESTIMATED CHANGES IN FUND BALANCE

Purpose: To document estimated changes in fund balance for each fund. This presentation identifies the impact of budget decisions and assumptions upon the financial position of each fund.

Fund Description & #	Audit Fund Balance FYE 2016	Estimated Fund Balance FYE 2017*	FYE 2018 Adopted Revenues	FYE 2018 Adopted Expenditures	Estimated Fund Balance FYE 2018	Fund Balance as a % of Expenditures
General (100)	$10,097,227	$9,695,786	$118,415,874	$118,897,132	$9,214,528	7.75%
Golf Course (201)	$99,589	$92,753	$1,215,384	$1,179,862	$128,275	10.87%
Sewer Operating (202)	$2,496,143	$2,471,471	$6,642,032	$6,994,318	$2,119,185	30.30%
Solid Waste (203)	$497,960	$477,540	$1,486,102	$1,477,092	$486,550	32.94%
Mumford Cove (206)	$217	$602	$21,028	$21,028	$602	2.86%
Revaluation (212)	$178,926	$128,326	$88,650	$86,000	$130,976	152.30%
Rec & Senior Activities (324)	$322,562	$206,565	$1,069,000	$1,122,356	$153,209	13.65%
Borrowit CT (331)	$62,052	$48,031	$175	$48,206	$0	0.00%
Sewer District (401)	$704,808	$504,012	$634,176	$834,176	$304,012	36.44%
Capital Reserve (501)	$2,323,787	$1,993,715	$1,844,000	$2,817,000	$1,020,715	36.23%
Fleet Reserve (604)	$694,843	$440,187	$1,122,600	$1,204,092	$358,695	29.79%
Technology Replacement (605)	$394,111	$328,961	$39,977	$84,868	$284,070	334.72%
Human Serv Asst fund (732)	$82,289	$65,114	$2,300	$17,400	$50,014	287.44%
Total All Funds	$17,954,514	$16,453,063	$132,581,298	$134,783,530	$14,250,831	10.57%

** Estimated Fund Balance for the General Fund includes the use of $666,693 (all that was available of the approved $900,000) of committed fund balance to offset anticipated revenue loss in FYE 2017 per Town Council resolution adopted on June 3, 2014.*

Town of Groton
Full Time Employees

FYE 2017 ADJUSTED vs FYE 2018 ADOPTED

FUNCTION NUMBER & DESCRIPTION	LAST YEAR FYE 2016 ADJUSTED	THIS YEAR FYE 2017 ADJUSTED	THIS YEAR FYE 2017 ESTIMATE	NEXT YEAR FYE 2018 MANAGER	NEXT YEAR FYE 2018 ADOPTED	THIS | NEXT YEAR | YEAR FYE 2017 | FYE 2018 ADJ VS. ADOPTED # DIFFERENCE	CHANGE DESCRIPTION FYE 2018
1005-TOWN CLERK	5.00	5.00	5.00	5.00	5.00	0.00	
SUBTOTAL: GENERAL GOVERNMENT	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	
1010-EXECUTIVE MANAGEMENT	4.00	3.00	3.00	3.00	3.00	0.00	+1 Assistant to theTown Manager -1 Executive Assistant
1011-INFORMATION TECHNOLOGY	7.00	7.00	7.00	7.00	7.00	0.00	
1012-HUMAN RESOURCES	4.25	4.00	4.00	5.00	4.00	0.00	
1013-FINANCE	19.00	18.00	18.00	19.00	19.00	1.00	+1 Financial Assistant I
1014-EMERGENCY COMMUNICATIONS	14.75	14.00	14.00	14.00	14.00	0.00	
SUBTOTAL: GENERAL SERVICES	**49.00**	**46.00**	**46.00**	**48.00**	**47.00**	**1.00**	
1024-PUBLIC SAFETY	73.00	73.00	73.00	73.00	73.00	0.00	
SUBTOTAL: PUBLIC SAFETY	**73.00**	**73.00**	**73.00**	**73.00**	**73.00**	**0.00**	
1035-PUBLIC WORKS	53.25	48.25	46.25	46.25	46.25	-2.00	-1 Assistant Director of Public Works -1 Equipment Mechanic
SUBTOTAL: PUBLIC WORKS	**53.25**	**48.25**	**46.25**	**46.25**	**46.25**	**-2.00**	
1046-PLANNING & DEVELOPMENT SVCS	14.00	14.00	14.00	14.00	14.00	0.00	-1 Office Assistant III - 40 hrs +1 Executive Assistant OPDS -1 Inspector II - Code Enforcement +1 Code Enforcement/Planner I -1 Senior Building Inspector +1 Asst Building/Zoning Official
SUBTOTAL: PLANNING & DEVELOPMENT	**14.00**	**14.00**	**14.00**	**14.00**	**14.00**	**0.00**	
1051-HUMAN SERVICES	8.00	8.00	8.00	8.00	8.00	0.00	
SUBTOTAL: HUMAN SERVICES	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**	
1063-LIBRARY	20.00	20.00	20.00	20.00	20.00	0.00	
1064-PARKS & RECREATION	20.75	19.75	19.75	19.75	19.75	0.00	
SUBTOTAL: COMMUNITY SERVICES	**40.75**	**39.75**	**39.75**	**39.75**	**39.75**	**0.00**	
GENERAL FUND: SUB-TOTAL	**243.00**	**234.00**	**232.00**	**234.00**	**233.00**	**-1.00**	
2010-GOLF COURSE FUND	6.25	6.25	6.25	6.25	6.25	0.00	-1 Chief Groundskeeper +1 Groundskeeper
2020-SEWER FUND	18.75	18.75	18.75	19.75	19.75	1.00	+1 Maintainer
OTHER FUNDS: SUB-TOTAL	**25.00**	**25.00**	**25.00**	**26.00**	**26.00**	**1.00**	
T O T A L S - ALL FUNDS	**268.00**	**259.00**	**257.00**	**260.00**	**259.00**	**0.00**	

LEGISLATIVE POLICY #1001

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget $15,936 or 20.7%.

The Legislative Policy function includes operational and support funds for the Council, RTM and other programs that are associated with the legislative (elected) branch of town government.

Funds are mainly used for postage, printing, membership in the Connecticut Conference of Municipalities (CCM). Provides for attending meetings of governmental and advisory bodies on the regional, state and national level to obtain information and to further the interests of the Town of Groton. The CCM membership enables Town elected and administrative officials to keep abreast of municipal and state legislative initiatives, as well as being pro-active in setting legislative agendas to further the Town's interests. Approximately 2/3's of the requested funding is used to pay CCM dues ($30,368). Remaining funds are used to support the Jabez Smith House and Permanent School Building Committee activities; provide for veteran/military recognitions and provide limited operating funds for the Town Council and RTM.

Cost Center 0 – Town Council

Attend Town Council, Committee-of-the-Whole, Group I and Group II meetings, meetings with other municipalities; and meetings as needed with various Town boards, commissions and others. Attend regional and state meetings as needed, re: Council of Governments, Regional Resource Recovery. Attend numerous meetings and ceremonial events, including new business openings, representing the Town of Groton. Conduct budget review and establish annual mill rate.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
# Meetings Held - Town Council and Committees	87	85	85
Referrals and other agenda items considered	341	320	320

Cost Center 2 – RTM

Attend regular RTM meetings and budget review sessions as well as numerous subcommittee meetings. Adopt final budget and forward to Council for setting mill rate.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
# Meetings Held - RTM and Committee	35	35	35

Cost Center 3 – Jabez Smith House

Support program activities, maintenance needs and enhancements to the property.

Cost Center 4 – Permanent School Building Committee

Support work of the Permanent School Building Committee.

Cost Center 5 – Veterans & Military

Provide funds to veterans' organizations for the purchase of flags and wreaths and to help pay expenses related to the Memorial Day parade, when it occurs in Groton.

Cost Center 6 – Community Response

To cover the costs of preparing for unforeseen events, i.e., the possibility of another Base Realignment & Closure (BRAC) Commission hearing or participating in regional and community events.

Cost Center 7 – Initiatives

Provide funding for legislative, economic development/community development and other initiatives.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: LEGISLATIVE POLICY 1001

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	0	754	1,421	355	355	355	355
Operating Expenses	42,161	76,337	70,109	60,800	60,800	60,800	60,800
Total Appropriation	$42,161	$77,091	$71,530	$61,155	$61,155	$61,155	$61,155
COST CENTERS							
10010 TOWN COUNCIL	36,736	37,926	37,565	33,700	33,700	33,700	33,700
10012 RTM	304	0	300	300	300	300	300
10013 JABEZ SMITH HOUSE	2,671	2,165	2,165	2,220	2,220	2,220	2,220
10014 PERM SCHOOL BLDG COM	0	500	0	500	500	500	500
10015 VETERANS & MILITARY	2,450	2,000	2,000	2,000	2,000	2,000	2,000
10017 INITIATIVES	0	27,500	22,500	10,000	10,000	10,000	10,000
10018 CHARTER REVISION	0	7,000	7,000	12,435	12,435	12,435	12,435
Total Cost Centers	$42,161	$77,091	$71,530	$61,155	$61,155	$61,155	$61,155
FINANCING PLAN							
GENERAL FUND	42,161	77,091	71,530	61,155	61,155	61,155	61,155
Total Financing Plan	$42,161	$77,091	$71,530	$61,155	$61,155	$61,155	$61,155

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: LEGISLATIVE POLICY 1001

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5104 OVERTIME PAY	0	700	1,320	330	330	330	330
5151 SOCIAL SECURITY	0	54	101	25	25	25	25
Total Personnel Services	$0	$754	$1,421	$355	$355	$355	$355
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	1,852	9,132	3,870	10,080	10,080	10,080	10,080
5210 PROFESS DEVELOP/TRAI	32,468	30,095	30,295	31,095	31,095	31,095	31,095
5220 UTILITIES/FUEL/MILEA	2,104	1,260	990	1,315	1,315	1,315	1,315
5230 PYMNTS/CONTRIBUTIONS	2,870	35,100	29,995	12,560	12,560	12,560	12,560
5290 PROFESS/TECHNICAL SE	2,500	0	4,129	5,000	5,000	5,000	5,000
5300 MATERIALS & SUPPLIES	367	750	750	750	750	750	750
5400 EQUIP/MACHINRY& FURN	0	0	80	0	0	0	0
Total Operating Expenses	$42,161	$76,337	$70,109	$60,800	$60,800	$60,800	$60,800
GRAND TOTAL	$42,161	$77,091	$71,530	$61,155	$61,155	$61,155	$61,155

VOTER REGISTRATION #1003

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget is $32,692 or 21.8%. Personnel Services are down $23,527 due to a reduction in election workers required and operating expenses are down $9,165 due to a decrease in postage, certification training and telephones for polling places.

Cost Center 3 – General Support

This cost center includes all charges to department 1003 that are not directly related to election day. All costs associated are the direct result of necessity for election functions. The secretary of the State mandates what we need to accomplish in the year.

Cost Center 4 –Elections

This cost center includes all charges to department 1003 that are directly related to election day. This year FYE 2018, we have budgeted for one municipal election to be held in November along with a re-count as we usually have one in this type of election.

General Information from the Registrar of Voters

Office Hours: Monday - Friday 8:30 a.m. - 12:30 p.m. and Tuesday 5:00 p.m. - 7:00 p.m.

Office Phone: (860) 441-6650

Registrars of Voters: Kristen Venditti (R) – Available Tuesdays 5:00 p.m. – 8:00 p.m.
Paul Duarte (D) – Available Thursdays from 8:30 a.m. – 12:30 p.m.
Both Registrars are available at any time day or night

The Registrars' Office works using State Mandates under the Secretary of the State to:

1. Maintain the Accuracy of the Voter Registration List and Files
2. Organize and Supervise Elections
   A. Hire and Train Personnel for Election Day
   B. Ensure Voters' Rights
   C. Supply Voting Materials (Ballots, Supplies)
3. Maintain and Care for Voting Machines/Equipment
4. Conduct the Canvass of Electors
5. Facilitate Audits and Recounts as required by Law
6. Registration Sessions at schools/Supervised Balloting

2017 - The registration levels were incredibly high due to the interest in the Presidential election. We had record numbers of people registering to vote, making changes to their party affiliation, changes to name, address and status. Our office was extremely busy the entire year which is a great thing for our voters as they were definitely showing interest in voting. We worked with schools and outside organizations to help register as many people as possible for the elections.

REGISTER TO VOTE: If you are **not** registered, you can go to http://voterregistration.ct.gov and register online at your convenience. The link is also located on the Town of Groton homepage.

PARTY AFFILIATION CHANGES: You can make changes to your party affiliation at any time up to 90 days before a primary in order to be eligible to vote in that primary if you were affiliated with another major party. Please feel free to call our office if you have any questions.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: VOTER REGISTRATION 1003

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	105,738	110,874	98,878	87,347	87,347	87,347	87,347
Operating Expenses	30,416	38,820	27,958	29,655	29,655	29,655	29,655
Total Appropriation	$136,154	$149,694	$126,836	$117,002	$117,002	$117,002	$117,002
COST CENTERS							
10030 REGISTRATION SERVICE	45,475	0	0	0	0	0	0
10031 ELECTIONS	75,912	0	0	0	0	0	0
10032 CANVASS	14,767	0	0	0	0	0	0
10033 GENERAL SUPPORT	0	80,874	79,299	78,162	78,162	78,162	78,162
10034 MUNICIPAL ELECTION	0	0	0	38,840	38,840	38,840	38,840
10036 PRIMARY ELECTIONS	0	29,489	0	0	0	0	0
10037 PRESIDENTIAL ELECTIO	0	39,331	47,537	0	0	0	0
Total Cost Centers	$136,154	$149,694	$126,836	$117,002	$117,002	$117,002	$117,002
FINANCING PLAN							
GENERAL FUND	136,154	149,694	126,836	117,002	117,002	117,002	117,002
Total Financing Plan	$136,154	$149,694	$126,836	$117,002	$117,002	$117,002	$117,002

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: GENERAL GOVERNMENT
FUNCTION: VOTER REGISTRATION 1003

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5102 PART TIME PERSONNEL	39,833	39,312	39,312	39,312	39,312	39,312	39,312
5103 SEASONAL PERSONNEL	38,063	44,102	31,823	19,440	19,440	19,440	19,440
5104 OVERTIME PAY	698	342	725	880	880	880	880
5109 SALARY ADJUSTMENTS	300	0	0	0	0	0	0
5110 REGULAR PART TIME	21,979	22,173	22,173	22,766	22,766	22,766	22,766
5112 SICK INCENTIVE	100	200	100	200	200	200	200
5151 SOCIAL SECURITY	4,765	4,745	4,745	4,749	4,749	4,749	4,749
Total Personnel Services	$105,738	$110,874	$98,878	$87,347	$87,347	$87,347	$87,347
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	16,760	17,350	13,000	10,000	10,000	10,000	10,000
5210 PROFESS DEVELOP/TRAI	965	5,180	4,255	2,395	2,395	2,395	2,395
5220 UTILITIES/FUEL/MILEA	2,646	3,200	1,800	1,900	1,900	1,900	1,900
5260 REPAIRS & MAINT-FAC/	7,618	3,600	3,600	3,600	3,600	3,600	3,600
5290 PROFESS/TECHNICAL SE	80	5,876	1,689	7,500	7,500	7,500	7,500
5300 MATERIALS & SUPPLIES	1,848	3,614	3,614	4,260	4,260	4,260	4,260
5318 COMPUTER REPLMNT FEE	499	0	0	0	0	0	0
Total Operating Expenses	$30,416	$38,820	$27,958	$29,655	$29,655	$29,655	$29,655
GRAND TOTAL	$136,154	$149,694	$126,836	$117,002	$117,002	$117,002	$117,002

TOWN CLERK #1005

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall increase in this budget request is $79 or 0%. Personnel Services are up $5,444, while operating expenses are down $5,365.

• The Town Manager reduction of $2,000 from account, 5300 Materials & Supplies may delay the archiving of some items.

The Town Clerk's Office links citizens with the documentation of their town's business and events. We take pride in delivering services to the public as we connect with over 50,000 customers by phone, mail, email or in person each year. This office is heavily regulated by State Statutes. Some of the duties of the office are recording land records and maps, filing and issuing vital records and issuing dog licenses, fish and gaming licenses and other various licenses. The Town Clerk is responsible for certifying all State and Town Elections, which includes issuing all absentee ballots. We continue to improve the quality of our records through the Connecticut State Library Historic Preservation Grant. This year we will again apply for a grant to continue to rebind vital records that are deteriorating.

Cost Center 0 – Leadership & General Support

Included in this cost center Town Clerk Association dues and Educational Conferences, and support for the Town Council and the Representative Town Meeting. We also offer notarization services to the public, retaining $5 for each signature. Notarizations services would be eliminated with further budget cuts.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Conference & Schools	2	2	3
Town Council & RTM	40	43	28
Notarizations, Certification and Filings	544	600	600

Cost Center 1 – Licensing & Permits

As a service to the general public, we issue licenses for Connecticut DEEP and the Groton Shellfish Commission. The Town receives $1.00 for regular Sporting License sales and $.25 for every Shellfish Permit sold. A portion of the dog licensing fee is retained for Animal Control. The Town retains $2 for every liquor permit filed. The issuance of sporting licenses would be eliminated with further budget cuts.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Connecticut DEEP Sporting	1,054	980	980
Dog Licenses	2,025	2,061	2,100
Shellfish Permits	773	775	700
Liquor Permits	79	80	80

Cost Center 2 – Legislative Service

The Town Clerk is designated as the Clerk of the Council and the Clerk of the RTM. In this capacity, the Town Clerk serves as the official record keeper for the Town Council, and the Representative Town Meeting. Preparation and support for these bodies equates to many regular and overtime hours. We are the repository for all claims and legal action. All claims and legal action require processing.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Town Council & RTM	36	40	40
Proclamations Issued	19	27	22
Claims & Legal Action	21	32	30

Cost Center 3 – Vital Statistics

As the Registrar of Vital Statistics, we are responsible for all Birth, Marriage and Death records for the Town of Groton. The Town retains the State set fees for all certified copies of vital records, $20 each, $11 for every marriage license issued, $3 for each burial and cremation permit issued.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Births to Groton Residents	526	525	525
Marriages to Groton Residents	507	498	500
Deaths of Groton Residents	401	378	375
Adoptions Recorded	42	58	50
Vital Records Copies, Burials and Cremations	3205	2500	2,200

Cost Center 4 – Elections

This office is responsible for certifying elections, primaries, referenda questions, and issuing Presidential and all Absentee ballots. The time that it takes to issue an absentee ballot is approximately twelve (12) minutes per ballot. The election reports that we provide to the Secretary of the State must be concurrent to the Registrar of Voters and Master Moderators reports. This process may take many hours and weeks to accurately complete.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Elections, Primaries and Referenda	3	2	1
Presidential & Absentee Ballots	216	1862	215

Cost Center 6 – Record Legal Documents

We are second only to the Tax Department in revenue collection. We process over 22,000 transactions a year. Last year, we retained $712,777 for Town Conveyance fees. This is a difficult revenue source to predict because it is reliant on property sales.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Deeds, Liens, Releases, Mortgages	14,265	12,000	12,000
Maps Recorded	137	130	130
Pages Recorded and Microfilmed	20,182	20,000	20,000
Properties Conveyed with Tax	510	500	500

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN CLERK
FUNCTION: TOWN CLERK 1005

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	269,164	272,967	274,122	278,411	278,411	278,411	278,411
Operating Expenses	33,302	39,850	37,695	36,485	34,485	34,485	34,485
Total Appropriation	$302,466	$312,817	$311,817	$314,896	$312,896	$312,896	$312,896
COST CENTERS							
10050 LEADERSHIP/GEN SUPPT	108,713	108,453	108,852	108,480	108,480	108,480	108,480
10051 LICENSING & PERMITS	40,820	43,539	44,846	45,565	45,565	45,565	45,565
10052 LEGISLATIVE SERVICE	46,487	43,345	42,394	44,635	44,635	44,635	44,635
10053 VITAL STATISTICS	30,161	31,788	31,787	32,204	32,204	32,204	32,204
10054 ELECTIONS	3,196	4,694	4,694	4,240	4,240	4,240	4,240
10056 RECORD LEGAL DOCUMEN	73,089	80,998	79,244	79,772	77,772	77,772	77,772
Total Cost Centers	$302,466	$312,817	$311,817	$314,896	$312,896	$312,896	$312,896
FINANCING PLAN							
SPORTING LICENSES	633	675	550	550	550	550	550
DOG LICENSES (GF)	7,681	7,000	7,000	7,000	7,000	7,000	7,000
OTHER LICENSES/PERMITS	4,931	5,000	5,000	5,000	5,000	5,000	5,000
RECORDING INSTRUMENTS	146,678	150,000	150,000	150,000	150,000	150,000	150,000
CONVEYANCE TAX	712,777	700,000	1,187,500	700,000	700,000	700,000	700,000
VITAL STATISTICS	4,842	5,000	5,000	5,000	5,000	5,000	5,000
LAND RECORD COPIES	33,114	28,000	28,000	28,000	28,000	28,000	28,000
VITALS COPIES	69,891	64,000	64,000	64,000	64,000	64,000	64,000
PAYMENTS FROM OTHER FUNDS	5,000	5,000	5,000	5,000	5,000	5,000	5,000
GENERAL FUND	(683,081)	(651,858)	(1,140,233)	(649,654)	(651,654)	(651,654)	(651,654)
Total Financing Plan	$302,466	$312,817	$311,817	$314,896	$312,896	$312,896	$312,896

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN CLERK
FUNCTION: TOWN CLERK 1005

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	235,275	248,974	250,242	253,154	253,154	253,154	253,154
5104 OVERTIME PAY	4,554	2,066	2,066	3,204	3,204	3,204	3,204
5105 LONGEVITY PAY	1,611	1,050	1,050	1,086	1,086	1,086	1,086
5109 SALARY ADJUSTMENTS	8,458	0	0	0	0	0	0
5112 SICK INCENTIVE	1,112	1,334	1,284	1,184	1,184	1,184	1,184
5151 SOCIAL SECURITY	18,154	19,543	19,480	19,783	19,783	19,783	19,783
Total Personnel Services	$269,164	$272,967	$274,122	$278,411	$278,411	$278,411	$278,411
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	16,859	19,340	17,335	16,340	16,340	16,340	16,340
5210 PROFESS DEVELOP/TRAI	1,630	2,050	1,950	1,710	1,710	1,710	1,710
5220 UTILITIES/FUEL/MILEA	105	50	0	0	0	0	0
5230 PYMNTS/CONTRIBUTIONS	370	500	500	500	500	500	500
5260 REPAIRS & MAINT-FAC/	363	810	810	835	835	835	835
5290 PROFESS/TECHNICAL SE	7,067	8,950	8,950	8,950	8,950	8,950	8,950
5300 MATERIALS & SUPPLIES	4,452	8,150	8,150	8,150	6,150	6,150	6,150
5318 COMPUTER REPLMNT FEE	1,958	0	0	0	0	0	0
5400 EQUIP/MACHINRY& FURN	498	0	0	0	0	0	0
Total Operating Expenses	$33,302	$39,850	$37,695	$36,485	$34,485	$34,485	$34,485
GRAND TOTAL	$302,466	$312,817	$311,817	$314,896	$312,896	$312,896	$312,896

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN CLERK
FUNCTION: TOWN CLERK 1005

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
TOWN CLERK	1.00	1.00	1.00	1.00	1.00	1.00
DEPUTY TOWN CLERK	1.00	1.00	1.00	1.00	1.00	1.00
ASSISTANT TOWN CLERK	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	2.00	2.00	2.00	2.00	2.00	2.00
Total FTE Personnel	5.00	5.00	5.00	5.00	5.00	5.00
FTE SALARIES & WAGES						
TOWN CLERK	69,000	69,000	69,000	69,000	69,000	69,000
DEPUTY TOWN CLERK	52,151	52,151	52,989	52,989	52,989	52,989
ASSISTANT TOWN CLERK	44,019	44,900	45,619	45,619	45,619	45,619
OFFICE ASSISTANT II (35)	83,804	84,193	85,544	85,544	85,544	85,544
Total FTE Salaries & Wages	$248,975	$250,244	$253,153	$253,153	$253,153	$253,153

LEGAL SERVICES #1006

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced this function by $25,000 and the RTM sustained this action. The overall decrease in this budget is $25,000 or 5.9%.

The Town Attorney advises the Town on a wide variety of legal matters including but not limited to federal, state and local laws and regulations, contracts, litigation, Freedom of Information (FOI) matters and tax collection issues. The Town Attorney is available for monthly meetings at the Town Hall to address many of these issues. In addition, issues arise at the staff, Town Council, RTM and Commission levels that require input from the Town Attorney's office. The function includes funds for the Town Attorney, special attorneys, general support and revaluation/assessment appeals. The Town Attorney is appointed by the Town Council.

Cost Center 0 – Town Attorney

The proposed budget contains our best estimate as to the allocation among the various cost centers. The FYE 2018 budget reflects a shift in allocation to reflect additional anticipated legal costs for existing assessment appeal cases. The budget reflects a rate of $150 per hour that was effective as of January 1, 2012.

Cost Center 1 – Misc. Litigation

Costs associated with complex/stand-alone lawsuits that may or may not be handled by the Town Attorney.

Cost Center 2 – Special Attorney

Special Attorneys are hired when there may be a conflict of interest for the Town Attorney to advise and possibly defend the Town in court. Many of these cases deal with tax foreclosures.

Cost Center 4 – General Support

Includes costs associated with appraisals for tax foreclosures, marshal fees and deed research.

Cost Center 6 – Revaluation

Costs associated with assessment appeals primarily resulting from periodic revaluations.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN MANAGER
FUNCTION: LEGAL SERVICES 1006

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	620,632	425,000	514,500	452,500	425,000	400,000	400,000
Total Appropriation	$620,632	$425,000	$514,500	$452,500	$425,000	$400,000	$400,000
COST CENTERS							
10060 TOWN ATTORNEY	319,530	295,000	370,000	325,000	295,000	270,000	270,000
10061 MISC LITIGATION	145,778	0	0	0	0	0	0
10062 SPECIAL ATTORNEY	29,225	5,000	2,500	2,500	5,000	5,000	5,000
10064 GENERAL SUPPORT	66,717	45,000	62,000	60,000	45,000	45,000	45,000
10066 REVALUATION	59,382	80,000	80,000	65,000	80,000	80,000	80,000
Total Cost Centers	$620,632	$425,000	$514,500	$452,500	$425,000	$400,000	$400,000
FINANCING PLAN							
GENERAL FUND	620,632	425,000	514,500	452,500	425,000	400,000	400,000
Total Financing Plan	$620,632	$425,000	$514,500	$452,500	$425,000	$400,000	$400,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL GOVERNMENT
DEPARTMENT: TOWN MANAGER
FUNCTION: LEGAL SERVICES 1006

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5290 PROFESS/TECHNICAL SE	620,632	425,000	514,500	452,500	425,000	400,000	400,000
Total Operating Expenses	$620,632	$425,000	$514,500	$452,500	$425,000	$400,000	$400,000
GRAND TOTAL	$620,632	$425,000	$514,500	$452,500	$425,000	$400,000	$400,000

EXECUTIVE MANAGEMENT FUNCTION #1010

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget is $3,450 or 1.1%. Personnel Services are down $693 and operating expenses are down $2,757.

Cost Center 0 - Leadership/General Support

Assists the Town Council with policy development and guides the implementation of Town Council goals. The Town Manager is also, responsible for the Supervision and Development of the Management Team, and participation in state and regional agencies. This office responds to public inquiries, and advises and assists Town departments as well as state and regional agencies in matters of interest and benefit to Groton.

	Actual FYE 2015	Estimate FYE 2016	Anticipated FYE 2017
# Local/Regional/State Organization Meetings Attended	272	242	200
Management Initiatives undertaken; including implementation	3	3	3

Cost Center 1 – Legislative Support

Responsible for processing Town Council and RTM referrals, attending Legislative and other Committee meetings in order to set State legislative priorities and coordinating Groton's legislative agenda with local legislators. Develops and issues agendas for all meetings of Town Council, Committee-of-the-Whole, Group I, Group II, and others as required.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
# Agendas Prepared for Town Council and Committee meetings	107	105	105
# RTM Meetings attended	35	35	35
Referrals and other agenda items considered	341	320	320

Cost Center 2 – Budget Preparation

This office coordinates development and preparation of the Town operations and capital improvement budgets. It also works with outside agencies to incorporate their budget requests into the Town budget. Introduces the budget at public hearings and discusses budget at Town Council and RTM budget sessions. Attends RTM subcommittee budget review sessions as required.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
# Budget meetings attended (Staff, Council, RTM)	44	46	46

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EXECUTIVE MANAGEMENT 1010

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	283,376	281,698	282,396	389,591	281,005	281,005	281,005
Operating Expenses	38,458	29,862	23,315	27,105	27,105	27,105	27,105
Total Appropriation	$321,834	$311,560	$305,711	$416,696	$308,110	$308,110	$308,110
COST CENTERS							
10100 LEADERSHIP/GEN SUPPT	172,135	159,196	156,137	266,495	138,319	138,319	138,319
10101 LEGISLATIVE SUPPORT	98,381	96,849	96,989	97,509	117,273	117,273	117,273
10102 BUDGET PREPARATION	51,318	55,515	52,585	52,692	52,518	52,518	52,518
Total Cost Centers	$321,834	$311,560	$305,711	$416,696	$308,110	$308,110	$308,110
FINANCING PLAN							
GENERAL FUND	321,834	311,560	305,711	416,696	308,110	308,110	308,110
Total Financing Plan	$321,834	$311,560	$305,711	$416,696	$308,110	$308,110	$308,110

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EXECUTIVE MANAGEMENT 1010

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	257,725	255,803	256,451	358,051	256,850	256,850	256,850
5104 OVERTIME PAY	141	195	195	500	500	500	500
5112 SICK INCENTIVE	2,755	3,020	3,020	0	0	0	0
5117 ALLOWANCES	4,800	4,800	4,800	4,800	4,800	4,800	4,800
5151 SOCIAL SECURITY	17,955	17,880	17,930	26,240	18,855	18,855	18,855
Total Personnel Services	$283,376	$281,698	$282,396	$389,591	$281,005	$281,005	$281,005
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	6,999	13,597	9,950	9,950	9,950	9,950	9,950
5210 PROFESS DEVELOP/TRAI	6,787	9,840	7,540	10,040	10,040	10,040	10,040
5220 UTILITIES/FUEL/MILEA	0	200	0	645	645	645	645
5260 REPAIRS & MAINT-FAC/	2,289	2,925	2,525	3,170	3,170	3,170	3,170
5290 PROFESS/TECHNICAL SE	15,000	0	0	0	0	0	0
5300 MATERIALS & SUPPLIES	6,783	3,300	3,300	3,300	3,300	3,300	3,300
5318 COMPUTER REPLMNT FEE	600	0	0	0	0	0	0
Total Operating Expenses	$38,458	$29,862	$23,315	$27,105	$27,105	$27,105	$27,105
GRAND TOTAL	$321,834	$311,560	$305,711	$416,696	$308,110	$308,110	$308,110

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EXECUTIVE MANAGEMENT 1010

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
TOWN MANAGER	1.00	1.00	1.00	1.00	1.00	1.00
ASSIST TO TOWN MANAGER	0.00	0.00	0.00	1.00	1.00	1.00
ASSISTANT TOWN MANAGER	0.00	0.00	1.00	0.00	0.00	0.00
EXECUTIVE ASSISTANT	1.00	1.00	1.00	0.00	0.00	0.00
ADMINISTRATIVE SECRETARY	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	3.00	3.00	4.00	3.00	3.00	3.00
FTE SALARIES & WAGES						
TOWN MANAGER	145,752	145,752	145,752	140,000	140,000	140,000
ASSIST TO TOWN MANAGER	0	0	0	73,500	73,500	73,500
ASSISTANT TOWN MANAGER	0	0	101,600	0	0	0
EXECUTIVE ASSISTANT	67,349	67,349	67,349	0	0	0
ADMINISTRATIVE SECRETARY	42,702	43,350	43,350	43,350	43,350	43,350
Total FTE Salaries & Wages	$255,803	$256,451	$358,051	$256,850	$256,850	$256,850

INFORMATION TECHNOLOGY #1011

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the RTM reduced this function by $24,795. The overall increase in this budget is $6,821 or .7%. Personnel Services are up $7,391 and operating expenses are down $570.

The impact of the $24,795 budget cut will result in not fully funding the Office Technician position and will require filling this position with a part time person. This may make filling this position very challenging. This will also make project management for this position very difficult.

We will be working with Client First on the comprehensive ERP (Enterprise Resource Planning) system needs assessment and RFP development for the Town and BOE software. This phase will complete the reviewing of the RFP's, software demos and selecting a vendor is to be completed by December 2016 / January 2017. The next phase is the purchase of the ERP software. This is scheduled to be funded in the FYE 18 CIP budget.

We will also be working with Client First on the comprehensive systems needs assessment for the Police department and Emergency Communications. Client First is developing an IT master plan for the Town to navigate the available technology, maximize investments, identifying and prioritization of projects that should be undertaken over the next five years.

We will continue working with Client First on the comprehensive systems needs assessment for the Town's Agenda / Legislative Management system. The RFQ has been completed and is out for bid. The RFQ process is to be completed by October 7th.

We have responded to 4,553 help desk ticket requests in FYE 2016. The estimate for FYE 2017 is 4,644 help desk request or a 2% increase. The projection for FYE 2018 is 4,737 help desk tickets request or 2% increase.

We will utilize the GIS software to assist numerous town departments and public in achieving their strategic goals. Involving all aspects of GIS-related data preparation, building geodatabase and maintaining map templates. GIS applications include data compilation, data layer and geodatabase creation and analysis, maintaining SDE database, interactive web GIS, and the preparation of graphic support to public and town departments. We will continue managing the GIS data infrastructure and provide GIS technical support for all.

We migrated the Town internet connection from a Thames Valley Communications 8Mbps fiber line to a 50 Mbps (burstable to 1 GB) CEN fiber line, with potential access to multiple services provided by vendors through the connection.

Installed and configured a Palo Alto PA-3020 Next-Gen firewall with the enhanced ability to handle the increased bandwidth. This device is better able to detect and block malicious activity and the reporting capabilities are distinctly enhanced. In addition, it has the potential to integrate with other security products of its own and of other vendors to communicate and act upon data about threats, both potential and actual.

Purchased and implemented Webroot endpoint protection and Brightcloud Threat Intelligence Server (integrated with the Palo Alto firewall) for the Town. Also installed and configured Webroot at the PBFD and (soon) the Library's Public and SIRSI networks, removing Symantec Enterprise software.

Purchased and installed EMC SAN equipment. This gives the Town access to high speed Solid State Disks (SSDs), increasing the speed of data on the network back end. Other enhancements include remote support access by the vendor in near real time and significant deduplication of data, allowing more data to be stored in a smaller footprint.

Implemented Mimecast Advanced Threat Security, a hosted email service which replaces and improves upon the Barracuda Spam Filter

Purchase of Microsoft Hosted Exchange services through Dell (with migration to come soon). This will allow the system to be at the most recent stable version of Exchange without upgrade costs. This provider is Criminal Justice Information System (CJIS) security-related compliant for public safety. When integrated with Mimecast, it will provide Business Continuity in case of a Disaster Recovery situation.

The department created an all-new interactive Parks and Recreation Guide to Hiking Trails website. This GIS web application allows users to view the hiking trails on any type of device. The website includes trail facts, downloadable trail maps, create your own trail map, and find my location when you're out on a trail.

We worked with the City of Groton planning division on updating their zoning districts. The City was making revisions to their zoning boundaries and regulations. We provided assistance to the City during this process. The City of Groton currently has new zoning boundaries in the Towns GIS system and updated mapping.

Cost Center 3 – Information Technology

- Provides annual hardware (servers, network equipment) maintenance, network connectivity and internet connectivity utilized by all Town departments. The Town's annual support agreements are one year contractual license agreements.
- The replacement of the Town's current Thames valley cable fiber optic wide area network with a "Ring" topology that will provide redundancy and growth potential was placed in the CIP for funding.
- The goal is to move the current location of the Town hall computer room out of the basement to a higher location within the Town.
- Setting up the Disaster Recovery lab at Fitch Middle school when this space comes available.
- We utilize the GIS software to assist numerous town departments and public in achieving their strategies and goals. Involving all aspects of GIS-related data preparation, building geodatabase and maintaining map templates. GIS applications include data compilation, data layer and geodatabase creation and analysis, maintaining SDE database, interactive web GIS, and the preparation of graphic support to the public and town departments. Managing town wide data infrastructure, and GIS technical support.

Cost Center 4 – Software Maintenance

- Provide annual support maintenance, modifications and support for 37 third party applications utilized by all Town departments. Of the 37 applications, 1 new application (PowerDMS (Police) and the replacement Agenda Management Software are being added this year.
- The Town's annual support agreements are one year contractual license agreements to use these systems.

• Cost Center 7 – Telecommunications

- Manage, support and maintain the Town VOIP telephone systems, Frontier land lines and cell phones. The Town's VOIP telephone system is currently on a 5 year lease to own agreement with support through 7/14/2019. The Town is under a 5 year contract with Windstream to provide the two SIP (Session Initiation Protocol) fiber connections for the VOIP phone system. This contract is to expire on 4/2/2019.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: INFORMATION TECHNOLOGY 1011

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	511,614	508,867	497,965	541,053	541,053	541,053	516,258
Operating Expenses	487,907	482,028	481,146	511,204	481,458	481,458	481,458
Total Appropriation	$999,521	$990,895	$979,111	$1,052,257	$1,022,511	$1,022,511	$997,716
COST CENTERS							
10113 INFORMATION TECHNOLO	646,633	604,517	594,246	640,194	631,194	631,194	606,399
10114 SOFTWARE MAINTENANCE	287,998	317,306	315,798	342,163	321,417	321,417	321,417
10117 TELECOMMUNICATIONS	64,890	69,072	69,067	69,900	69,900	69,900	69,900
Total Cost Centers	$999,521	$990,895	$979,111	$1,052,257	$1,022,511	$1,022,511	$997,716
FINANCING PLAN							
GENERAL FUND	999,521	990,895	979,111	1,052,257	1,022,511	1,022,511	997,716
Total Financing Plan	$999,521	$990,895	$979,111	$1,052,257	$1,022,511	$1,022,511	$997,716

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: INFORMATION TECHNOLOGY 1011

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	473,222	469,755	461,703	501,659	501,659	501,659	501,659
5105 LONGEVITY PAY	805	875	875	945	945	945	945
5109 SALARY ADJUSTMENTS	2,796	0	0	0	0	0	(24,795)
5151 SOCIAL SECURITY	34,791	38,237	35,387	38,449	38,449	38,449	38,449
Total Personnel Services	$511,614	$508,867	$497,965	$541,053	$541,053	$541,053	$516,258
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	123	275	275	275	275	275	275
5210 PROFESS DEVELOP/TRAI	1,778	6,335	14,360	11,310	2,310	2,310	2,310
5220 UTILITIES/FUEL/MILEA	81,900	81,530	76,082	75,311	75,311	75,311	75,311
5260 REPAIRS & MAINT-FAC/	1,199	0	0	1,399	1,399	1,399	1,399
5261 SOFTWARE MAINT FEES	287,998	317,306	315,798	342,163	321,417	321,417	321,417
5290 PROFESS/TECHNICAL SE	72,810	74,426	72,480	77,758	77,758	77,758	77,758
5300 MATERIALS & SUPPLIES	606	1,050	1,045	1,900	1,900	1,900	1,900
5315 VEHICLE REPLACEMENT	1,042	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	750	600	600	600	600	600	600
5317 VEHICLE FUEL	628	506	506	488	488	488	488
5318 COMPUTER REPLMNT FEE	22,091	0	0	0	0	0	0
5410 COMPUTER EQUIPMENT	16,982	0	0	0	0	0	0
Total Operating Expenses	$487,907	$482,028	$481,146	$511,204	$481,458	$481,458	$481,458
GRAND TOTAL	$999,521	$990,895	$979,111	$1,052,257	$1,022,511	$1,022,511	$997,716

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: INFORMATION TECHNOLOGY 1011

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
MANAGER IT	1.00	1.00	1.00	1.00	1.00	1.00
GIS COORDINATOR	1.00	1.00	1.00	1.00	1.00	1.00
IT SYSTEMS ADMINISTRATOR	1.00	1.00	1.00	1.00	1.00	1.00
PC/NETWORK SUPPORT II	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE TECHNICIAN	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	7.00	7.00	7.00	7.00	7.00	7.00
FTE SALARIES & WAGES						
MANAGER IT	94,424	94,424	94,424	94,424	94,424	94,424
GIS COORDINATOR	68,193	68,193	69,557	69,557	69,557	69,557
IT SYSTEMS ADMINISTRATOR	79,331	79,331	79,331	79,331	79,331	79,331
PC/NETWORK SUPPORT II	207,411	207,519	208,757	208,757	208,757	208,757
OFFICE TECHNICIAN	20,396	12,236	49,590	49,590	49,590	49,590
Total FTE Salaries & Wages	$469,755	$461,703	$501,659	$501,659	$501,659	$501,659

TECHNOLOGY REPLACEMENT #6050

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberation, there were no changes made to this function. The overall increase in this budget is $14,035 or 19.8%.

Impact of the budgetary loss of the Computer Replacement Fund

The Computer Replacement Fund (CRF) fulfills an important function in the Town's budget. Each department annually sets aside money to pay for the purchase of new PCs at the end of a 5 year period. The CRF would purchase the replacement systems on a set schedule. Without the Fund, those departments would need to ask for technology money in their budget requests or a CIP for all the computer equipment. This is a difficult task in the current fiscal situation the State and Town has found itself in these last several years. By laying away a small amount of money for funding the CRF, the Town's budget can avoid spikes in expenditures, while still providing services that the Public has come to expect from the Town.

The Town purchases computers that have computing power that is, at the time of purchase, adequate for the use required with some room to accommodate the advances made with upgrades in the Operating System and vital software.

Impact of the lack of Infrastructure spending

As the Town's systems age, their ability to perform their function is degraded. This is due to a few reasons:

1. The older systems require more maintenance to keep the system running. This can become expensive, as newer systems are usually under a warranty.

2. Surrounding systems that are upgraded become less compatible with the older system, requiring multiple sets of features to be installed and maintained on connecting devices in order to interact with them.

3. Technologies that were current at the time of implementation become depreciated and eventually unsupported, requiring either hiring of expensive consultants to maintain the system or implementing a major and costly upgrade of the original system, potentially causing problems with data migration.

4. As time passes, new ideas for services/features/functions to be provided to the IT Department's internal and external customers require technology that is not available on the aging system. This stymies innovation and efficiency and can cause dissatisfaction with the Town as a whole. As we have seen in the physical world with bridges and roads, if Infrastructure is not maintained there will be a slowdown of traffic and a lack of trust in the stability of the framework by the services utilizing it. In addition, the cost to bring that infrastructure back to where it should be has a tendency to increase the longer that updating is postponed.

Cost Center 0 – Computer Replacement

- We are scheduled to replace 56 computers and two laptops.
- We are scheduled to replace 50 monitors. Typically the used but still working monitors will be placed in the public area of the library. In the first six months of FYE 2017, there have been 24 monitors that have failed and needed to be replaced.

Cost Center 1 – Printer Replacement

- No network printers are scheduled for replacement this year.

Cost Center 2 – Software Licenses

- We are requesting to move the Towns backup process to a cloud base solution. This will allow the Town's application data and data files to have redundant backup locations in the cloud. This will work for the Town's disaster recovery plan. If the Town has an issue and needs to rebuild a server, this could be done at the cloud location and have the user's access. The users would only need an internet connection and they would be back to business. The budgeted cost is $35,000. There will be an $18,900 reoccurring subscription cost for this service.

Cost Center 4 – Maintenance

- Provides funding for repairs to PCs, laptops and printers that are not covered under manufactures warranty.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: INFORMATION TECHNOLOGY
FUNCTION: TECHNOLOGY REPLACEMENT 6050

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	122,915	70,833	68,823	84,868	84,868	84,868	84,868
Total Appropriation	$122,915	$70,833	$68,823	$84,868	$84,868	$84,868	$84,868
COST CENTERS							
60500 COMPUTER REPLACEMENT	108,674	20,000	20,000	42,400	42,400	42,400	42,400
60501 PRINTER REPLACEMENT	3,831	10,000	9,990	0	0	0	0
60502 SOFTWARE LICENSES	970	36,833	36,833	38,468	38,468	38,468	38,468
60504 MAINTENANCE	1,740	4,000	2,000	4,000	4,000	4,000	4,000
60505 OTHER AGENCIES - MDT	7,700	0	0	0	0	0	0
Total Cost Centers	$122,915	$70,833	$68,823	$84,868	$84,868	$84,868	$84,868
FINANCING PLAN							
INTEREST INCOME	644	600	625	650	650	650	650
OTHER AGENCIES	1,500	1,770	1,635	1,040	1,040	1,040	1,040
OUTSIDE AGENCIES - MDT	536	1,413	1,413	3,048	3,048	3,048	3,048
PAYMENTS FROM OTHER FUNDS	69,610	0	0	74,387	74,387	35,239	35,239
FUND BALANCE APPLIED	50,625	67,050	65,150	5,743	5,743	44,891	44,891
Total Financing Plan	$122,915	$70,833	$68,823	$84,868	$84,868	$84,868	$84,868

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: INFORMATION TECHNOLOGY
FUNCTION: TECHNOLOGY REPLACEMENT 6050

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5220 UTILITIES/FUEL/MILEA	550	600	600	600	600	600	600
5230 PYMNTS/CONTRIBUTIONS	7,000	0	0	0	0	0	0
5260 REPAIRS & MAINT-FAC/	0	4,000	2,000	4,000	4,000	4,000	4,000
5261 SOFTWARE MAINT FEES	0	813	813	37,448	37,448	37,448	37,448
5290 PROFESS/TECHNICAL SE	420	420	420	420	420	420	420
5410 COMPUTER EQUIPMENT	114,945	65,000	64,990	42,400	42,400	42,400	42,400
Total Operating Expenses	$122,915	$70,833	$68,823	$84,868	$84,868	$84,868	$84,868
GRAND TOTAL	$122,915	$70,833	$68,823	$84,868	$84,868	$84,868	$84,868

TOWN OF GROTON, CT
FYE 2018 BUDGET

TECHNOLOGY REPLACEMENT FUND REVENUES: #6050

Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

Other Agencies - represents the amount received from the Poquonnock Bridge Fire District which participates in this fund.

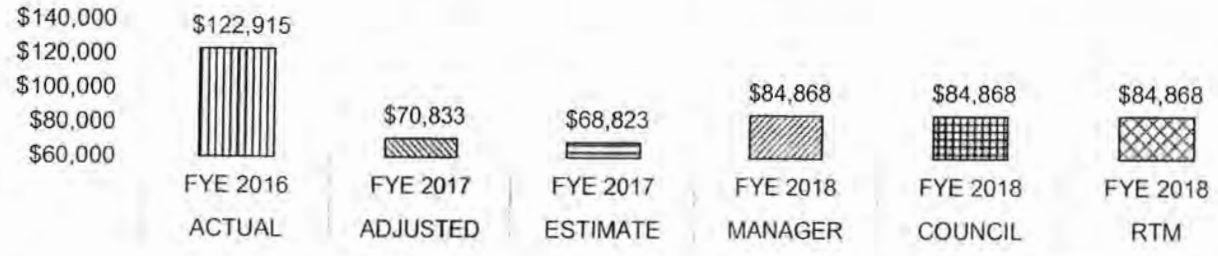
Other Agencies - MDT: represents the amount received from outside agencies for purchases of mobile data terminals.

Payments From Other Funds - represents the amount that Other Funds will contribute to the operation of this fund.

Fund Balance Applied - represents the amount of unassigned fund balance in the Technology Replacement Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4412 Interest Income	$ 644	$ 600	$ 625	$ 650	$ 650	$ 650
4625 Other Agencies	$ 1,500	$ 1,770	$ 1,635	$ 1,040	$ 1,040	$ 1,040
4625A Outside Agencies - MDT	$ 536	$ 1,413	$ 1,413	$ 3,048	$ 3,048	$ 3,048
4766 Payments from Other Funds	$ 69,610	$ 0	$ 0	$ 74,387	$ 35,239	$ 35,239
4999 Fund Balance Applied	$ 50,625	$ 67,050	$ 65,150	$ 5,743	$ 44,891	$ 44,891
Total	$ 122,915	$ 70,833	$ 68,823	$ 84,868	$ 84,868	$ 84,868

Technology Replacement Fund Revenues



Audit Fund Balance as of 6/30/2016	$ 394,111
Estimated Fund Balance as of 6/30/17	$ 328,961
Estimated Fund Balance as of 6/30/18	$ 284,070
Fund Balance as a % of 2018 Expenditures	334.72%

HUMAN RESOURCES #1012

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the RTM reduced this budget by $24,626. The overall decrease in this budget is $20,937 or 6.2%. Personnel Services are down $12,745 and operating expenses are down $8,192.

Impact of RTM reduction

Due to the cut of a designated risk management position; we are subject to exposure in the following areas: Increased liability in all phases of Risk Management, inability to properly implement the Fraud Risk component, less time devoted to employee relations, proper vetting in our hiring and training our existing workforce. As the staff expends more time in the realm of risk management, we stand to defy the principle of "hiring right" which ultimately leads to poor performance, costly legal issues when changing personnel and the cost of repeating the hiring process.

Finally and of major importance, training resources need to be increased for both the Human Resources' staff and the field staff.

Cost Center 0 - Leadership/General Support

- Maintenance of all records relative to Town personnel via the Human Resources Information System (HRIS).
- Participation in a "Wage Survey" with outside consultant.
- Constant review striving to be the "employer of choice".
- Continue high level of service to both internal (employees) and external (general public) customers.
- Prepare a fiscally responsible budget.
- Participation as a member of the "Budget Committee".
- Provide consultation to staff for cost effective and efficient operations.
- Provide training for both compliance and performance enhancement.
- Conduct meetings in conjunction with unions, management and employees with a path to improved performance.

Cost Center 1 – Recruiting & Selection

- Responsible for assisting departments with recruitment and hiring of qualified candidates.
- Provide orientation and training for hired, transferred, and promoted employees.
- Assist departments with staffing structure, including the revision and/or creation of applicable job descriptions.

	Actual	Estimate	Anticipated
Function Activities	FYE 2016	FYE 2017	FYE 2018
Authorized Full time positions	268	259	260
Full Time Employees hired	17	22	15
Full Time Employees leaving employment	27	19	15
Part-Time/Seasonal Employees hired	145	142	140

Cost Center 2 – Employee/Labor Relations

- Provide management with effective labor relations training.
- Bring Department Heads together to evaluate current contracts in preparation for negotiations.
- Simplify processes via language "clarification" to avoid conflict.
- Provide contracts that are both cost effective and fair to our employees.

Current Status of Collective Bargaining Agreements:
GMEA: July 1, 2016 – June 30, 2019
Telecommunicators: July 1, 2014 – June 30, 2018
AFSCME: July 1, 2016 – June 30, 2019
Police: July 1, 2014 – June 30, 2016
USWA: July 1, 2015 – June 30, 2017

General Wage/Salary Increases	FYE 13	FYE 14	FYE 15	FYE 16	FYE 17	FYE 18	Step Increases
GMEA/CILU (Clerical/Professional)	0.00%	2.00%	2.00%	2.25%	2.0	2.0	2%
Police	2.00%	2.00%	2.00%	2%/2.5%	Pending	Pending	4%*
Telecommunicators	2.00%	2.00%	2.00%	2.00%	2.00%	3.00%	2%
USWA (Steelworkers)	2.00%	2.00%	2.00%	2.25%	2.25%	Pending	4%
AFSCME (Supervisory)	2.75%	0.00%	2.00%	2.00%	2.0	2.0	2%
Non-union	3.00%	2.50%	2.00%	2.00%	Pending	Pending	none

*On 4/1/16, Police at top step granted additional $500

Cost Center 3 – Benefits

- Collaborate with Healthcare consultants to review current experience rating.
- Monitor Healthcare consultant's performance. This moved the Town to a search for a new carrier and MDG was selected bringing substantial savings in Stop Loss ($225,000).
- Negotiate rates that are cost effective and provide an excellent benefit package to the employees.
- Implement the Affordable Care Act reporting compliance, re: 1095's.
- Maintain flexibility in the event that there are sweeping changes in healthcare.
- Work with the actuaries and the retirement board to maintain the health of the plans.
- In house, full time customer service for all employee and retiree' benefit information.

Cost Center 4 – Risk Management

- Keep departments up to date on OSHA, insurance company safety and health requirements and policies which effect the day to day operation of business within the Town of Groton.
- Provide staff support, technical assistance and organizational analysis with recommendations for cost effective change and operation.
- Protect the assets of the Town by recommending the most effective method for reducing identified exposures by either transferring or retaining the risk utilizing the most cost effective approach.
- Recommend methods to reduce identified exposures and accidents. Inform departments of any trends in claims that may need changing procedures.

	FYE 2016	FYE 2017
Accidents	20 (8 due to actions of other party)	13 to date (3 due to actions of other party)
Liability Claims	3	2 to date (2 – Civil Rights Case)
Citizen Injury	3 (All claims closed – no payout)	0 to date
Property Damage	8 (All Claims Closed - no payout)	5 to date (1 State claim, 3 closed - no payout)

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: HUMAN RESOURCES
FUNCTION: HUMAN RESOURCES 1012

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	289,596	284,833	282,796	282,796	310,797	310,797	272,088
Operating Expenses	24,773	52,348	47,941	33,448	30,073	30,073	44,156
Total Appropriation	$314,369	$337,181	$330,737	$316,244	$340,870	$340,870	$316,244
COST CENTERS							
10120 LEADERSHIP/GEN SUPPT	43,432	40,579	63,796	40,892	39,921	39,921	39,921
10121 RECRUITING & SELECTI	68,806	94,171	68,630	69,461	68,964	68,964	68,964
10122 EMPLOYEE/LABOR RELAT	102,683	112,567	109,595	112,095	107,517	107,517	107,954
10123 BENEFITS	56,995	55,065	54,223	57,823	50,627	50,627	51,827
10124 RISK MANAGEMENT	42,453	34,799	34,493	35,973	73,841	73,841	47,578
Total Cost Centers	$314,369	$337,181	$330,737	$316,244	$340,870	$340,870	$316,244
FINANCING PLAN							
MISC-UNCLASSIFIED	151	0	0	0	0	0	0
GENERAL FUND	314,218	337,181	330,737	316,244	340,870	340,870	316,244
Total Financing Plan	$314,369	$337,181	$330,737	$316,244	$340,870	$340,870	$316,244

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: HUMAN RESOURCES
FUNCTION: HUMAN RESOURCES 1012

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	266,235	264,592	262,699	262,699	288,710	288,710	252,752
5109 SALARY ADJUSTMENTS	3,113	0	0	0	0	0	0
5151 SOCIAL SECURITY	20,248	20,241	20,097	20,097	22,087	22,087	19,336
Total Personnel Services	$289,596	$284,833	$282,796	$282,796	$310,797	$310,797	$272,088
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	977	1,500	1,150	1,679	1,679	1,679	1,679
5210 PROFESS DEVELOP/TRAI	6,523	4,948	4,288	8,684	7,409	7,409	7,409
5220 UTILITIES/FUEL/MILEA	661	887	787	887	787	787	787
5230 PYMNTS/CONTRIBUTIONS	740	0	0	0	0	0	0
5260 REPAIRS & MAINT-FAC/	420	438	438	438	438	438	438
5281 OCCUPATIONAL HEALTH	1,954	0	0	1,480	1,480	1,480	15,563
5290 PROFESS/TECHNICAL SE	7,759	43,325	40,029	18,881	16,881	16,881	16,881
5300 MATERIALS & SUPPLIES	1,334	1,250	1,249	1,399	1,399	1,399	1,399
5318 COMPUTER REPLMNT FEE	1,006	0	0	0	0	0	0
5400 EQUIP/MACHINRY& FURN	3,399	0	0	0	0	0	0
Total Operating Expenses	$24,773	$52,348	$47,941	$33,448	$30,073	$30,073	$44,156
GRAND TOTAL	$314,369	$337,181	$330,737	$316,244	$340,870	$340,870	$316,244

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: HUMAN RESOURCES
FUNCTION: HUMAN RESOURCES 1012

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR HR/RISK MGT	1.00	1.00	1.00	1.00	1.00	1.00
EMPLOYEE BENEFITS COORD	1.00	1.00	1.00	1.00	1.00	1.00
HR COORDINATOR	1.00	1.00	1.00	1.00	1.00	1.00
OCC SAFETY & HEALTH COORD	0.00	0.00	0.00	1.00	1.00	0.00
HUMAN RESOURCES ASST	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	4.00	4.00	4.00	5.00	5.00	4.00
FTE SALARIES & WAGES						
DIRECTOR HR/RISK MGT	93,636	93,636	93,636	93,636	93,636	93,636
EMPLOYEE BENEFITS COORD	60,777	60,777	60,777	50,648	50,648	52,675
HR COORDINATOR	60,777	60,777	60,777	60,777	60,777	60,777
OCC SAFETY & HEALTH COORD	0	0	0	37,986	37,986	0
HUMAN RESOURCES ASST	49,403	47,509	47,509	45,664	45,664	45,664
Total FTE Salaries & Wages	$264,593	$262,699	$262,699	$288,711	$288,711	$252,752

INSURANCE & CLAIMS #1070

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall increase in this budget is $27,606 or 4.6%. Personnel Services are down $6,334 and operating expenses are up $33,940.

Cost Center 0 – General Liability

This Function reflects premiums not only for third party damages but property damage to Town owned property as well. Limits for flood and earthquake coverage are also included. The basic property damage deductible is $10,000. An umbrella liability policy is also used to ride above the limits of the primary general liability policy to provide even broader coverage subject to a major self-insured retention of $10,000 which is applicable only to exposure not covered on the primary layer. In addition, it reflects the premiums paid for the Police Version of Public Officials coverage. The deductible for this coverage is $25,000. This will include wrongful entry, wrongful arrest, etc. This cost center also includes boiler coverage for the buildings and pump stations, the crime policy for money and securities, and fiduciary coverage. General Liability realized a savings of $3,623 which equates to a 0.9% decrease within the premium.

Cost Center 1 – Motor Vehicle Liability & Physical Damage

Reflects premiums paid on the Town's following vehicles: Loader, Plow truck, four (4) new cars, Police chief's car, 1 patrol car and 1 electric car. The Town has a $1,000 deductible on its collision and comprehensive liability coverage on all vehicles with full glass included. Premiums increased from $77,927 to $83,197 an increase of $5,270 or 6.8%.

Cost Center 2 – Public Official Liability

Reflects the premium paid to protect Town officials in their decision-making capacity from errors and omissions exposures. Emergency Dispatch "911" coverage for errors and omissions is also included here. This coverage generally serves as additional legal defense coverage. It also includes bonding for the Tax Collector and Treasurer/Accounting Manager. The deductible for Public Official Liability coverage is $25,000. The deductible for Employment Practice Liability is $15,000.

Cost Center 3 – Shellfish Commission

The Town allocates $4,452 for the Insurance costs for boats and equipment. This expense increased by $152 or 3.5%.

Cost Center 5 – Administration and Claim Payments

Includes payments made for professional services associated with liability insurances and to claimants that are within the deductible amount. The Town defended three (3) cases which were filed with the CT Commission on Human Rights and Opportunities (CHRO) an increase of $2,141 or 3.1%.

Cost Center 6 – Unemployment

Includes estimates for unemployment compensation payments for the fiscal year. The Town is self-insured in regards to this claims area. The Town budgeted "0" but will estimate an expense of $13,602 for FY 2017.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: NON-DEPARTMENTALS
DEPARTMENT: NON-DEPARTMENTALS
FUNCTION: INSURANCE & CLAIMS 1070

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	41,176	16,334	13,602	27,169	10,000	10,000	10,000
Operating Expenses	591,909	578,485	568,220	626,925	612,425	612,425	612,425
Total Appropriation	$633,085	$594,819	$581,822	$654,094	$622,425	$622,425	$622,425
COST CENTERS							
10700 GENERAL LIABILITY	393,631	427,519	399,578	423,896	423,896	423,896	423,896
10701 MV LIA & PHY DAMAGE	72,829	77,927	81,187	83,197	83,197	83,197	83,197
10702 PUBLIC OFFICIAL LIAB	59,862	68,739	68,174	70,880	70,880	70,880	70,880
10703 SHELLFISH COMMISSION	4,281	4,300	4,281	4,452	4,452	4,452	4,452
10705 ADMIN & CLAIM PAYMEN	61,306	0	15,000	44,500	30,000	30,000	30,000
10706 UNEMPLOYMENT	41,176	16,334	13,602	27,169	10,000	10,000	10,000
Total Cost Centers	$633,085	$594,819	$581,822	$654,094	$622,425	$622,425	$622,425
FINANCING PLAN							
GENERAL FUND	633,085	594,819	581,822	654,094	622,425	622,425	622,425
Total Financing Plan	$633,085	$594,819	$581,822	$654,094	$622,425	$622,425	$622,425

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: NON-DEPARTMENTALS
DEPARTMENT: NON-DEPARTMENTALS
FUNCTION: INSURANCE & CLAIMS 1070

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5154 UNEMPLOYMENT COMPENS	41,176	16,334	13,602	27,169	10,000	10,000	10,000
Total Personnel Services	$41,176	$16,334	$13,602	$27,169	$10,000	$10,000	$10,000
OPERATING EXPENSES							
5280 INSURANCE/RISK MGMT	530,603	578,485	553,220	582,425	582,425	582,425	582,425
5285 BUILDNG & PROPERTY D	0	0	0	10,000	10,000	10,000	10,000
5289 INSURANCE CLAIM PAYM	61,306	0	15,000	30,000	20,000	20,000	20,000
5290 PROFESS/TECHNICAL SE	0	0	0	4,500	0	0	0
Total Operating Expenses	$591,909	$578,485	$568,220	$626,925	$612,425	$612,425	$612,425
GRAND TOTAL	$633,085	$594,819	$581,822	$654,094	$622,425	$622,425	$622,425

SELF-FUNDED PLANS #1071

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced OPEB by $470,000 and the RTM sustained this action. The overall increase in this budget request is $92,273 or 1.2%.

Cost Center 0 – Employee Benefits

Retirement 5152

An actuarial evaluation is completed annually to measure actuarial gains and losses from the previous year in order to determine recommended employer contributions to the retirement fund. The Retirement Fund's Market Value was $106 million as of June 30, 2016 down from $110 million in 2015, a 4% decrease. Actuarial liabilities continue to grow as active members earn additional benefits. Liabilities now exceed assets by $18.2 million up from $16.6 in 2015. This resulting Funded Ratio of 86.2% is down from 86.8% in 2015.

While the market value of investment return for 2016 was -0.1%, the actuarial value was 6.8%, below the assumed 7.75% return which produced this investment gain. The difference is attributable to the smoothing of investment gains/losses over a five year period. Smoothing serves to moderate potential large swings in actuarial losses/gains and required contributions if investment gains and losses were recognized on an annual basis.

The differences between Actuarial Value Return (smoothed) to the Market Value Return can be seen in the following chart:

FYE	2011	2012	2013	2014	2015	2016
Market Value Return	18.55%	3.41%	11.60%	15.80%	3.6%	-0.1%
Actuarial Value Return	3.24%	2.32%	5.90%	9.36%	8.8%	6.8%
Actuarial Assumption	8.00%	8.00%	8.00%	7.75%	7.75%	7.5%

The Actuarial Valuation report shows an Unfunded Accrued Liability of $18,212,602 as of July 1, 2016. This represents an increase of $1,567,464 over the prior period. The plan experienced a net actuarial loss over the prior period of approximately $350,900.

The Actuarial Value of assets, rather than the Market Value, is used to determine plan contributions. The Actuarial Value spreads the asset volatility over 5 years, thereby smoothing out fluctuations that are inherent in the Market Value.

Health Insurance 5153 ($6,627,721)

Each year, the Town works collaboratively with our health insurance consultant MDG. This effort ensures that the renewals received from Anthem are accurately projecting expected claims while providing an analysis of future trends. In addition to the narrative, the chart below illustrates the analysis based on AON's methodology of tabulations for FYE 2018 built off of the January 2017 calculations. It should also be noted that the BOE also utilizes projections from the same document.

The total combined health insurances costs (Line" E") are representative of the following funds: General Fund, Golf Course Fund and the Sewer Operating Fund for FYE 2018 totaling $6,627,721. Expenses are inclusive of the following: cost for retirees and active employees for the self-funded plan, premium cost for retirees the over 65 premium based plan and the Town's contributions to the employees' Health Savings Account (HSA). Consideration should also be given to the fact that there is an application of the employees' contribution toward

a portion of the Excess of Fund Balance (Line "G") has been reduced. For FYE 2018, we are projecting a net cost increase from $4,159,632 to $4,536,278 (Line "Q"). The General Fund contribution for active and retired employees will see an increase from $3,736,587 in FYE 2017 to $4,082,650(Line "R") in 2018.

STATISTICAL ANALYSIS OF EXPERINCES VS FUNDING HEALTH PLAN

		FYE 2015	FYE 2016	FYE 2017	FY 2018
A	Renewal – Self-Insured	$6,671,466	$6,737,142	$6,144,666	$6,054,591
B	Premium Based Retiree Coverage	$573,886	$504,721	$525,919	$518,130
C	Total Renewal	$7,245,352	$7,241,863	$6,670,585	$6,572,721
D	Health Savings Account Contributions	$82,500	$82,500	$52,000	$55,000
E	Total Health Insurance Costs	$7,327,852	$7,324,363	$6,722,585	$6,627,721
F	Percentage Increase in Health Insurance Costs	4.26%	-0.05%	-8.22%	-1.4%
G	Fund Balance – Town Portion	$2,738,434	$2,591,519	$2,376,369	$1,928,443
H	Corridor Amount	$1,528,570	$1,513,039	$1,379,992	$1,368,242
I	Available Fund Balance	$1,211,864	$1,078,480	$996,378	$560,261
J	Fund Balance Used	$727,119	$754,936	$697,484	$336,121
K	% of Available Fund Balance Used	60%	70%	70%	60%
L	Total Health Insurance Costs	$7,327,852	$7,324,363	$6,722,585	$6,572,721
M	Less Fund Balance Used	($727,119)	($754,936)	($697,464)	(336,121)
N	Less Employee/Retiree Contributions	($1,592,020)	($1,547,631)	($1,640,489)	($1,755,322)
O	Recommended Fund Prior to Savings			$4,384,632	$4,536,278
P	Additional Renewal Savings			-$225,000	$0
Q	Equals Recommended Contribution - All Funds	$5,008,713	$5,021,796	$4,159,632	$4,536,278
R	Recommended Contribution – General Fund	$4,537,970	$4,649,340	$3,736,587	$4,082,650
S	Percentage Increase – General Fund Contribution	3.16%	2.45%	-19.63%	9.3%

Explanation for increased Health Care Costs

Medical claims came in at $480,927 in September vs. a monthly average of $319,171 for the experience period of 10/1/2015 through 9/30/16 – a 50% spike. The reason is we have 5 large claims over $50,000 in the 7/1/16 through 9/30/16 period totaling $407,000. In addition to a spike in claims, the one time savings of $225,000 for Stop Loss will not be realized. Finally, costs are greatly affected with the depletion of the Fund Balance of $560,201.

Life Insurance 5158 ($16,479)

This amount covers the premium cost for providing life insurance benefits to general fund employees. The cost per $1,000 of coverage is $0.085. This rate changed January 2017 and is guaranteed through January 1, 2020. FYE 2017 $29,660 has decreased to FYE 2018 $16,479 for a savings of $13,181.

Worker's Compensation General Fund Contribution 5155 ($515,552)

Having completed an actuarial evaluation of the Worker's Compensation Fund, the contribution is a recommendation based on a risk factor. Historically, the Town and the Board of Education have used a recommended contribution based on a 55% risk factor, meaning that there is a 55% chance that the claims will

be equal to or less than the estimated. For FYE 2015, it was decided to base the contribution on estimated claims as is the case with the Health Insurance Fund. Contributions also cover the cost of the Third Party Administrator (TPA) hired to manage claims, legal services and excess claims insurance.

The recommended contribution for FYE 2018 based on the July 1, 2016 actuarial evaluation, with expected losses of $419,578 increased from $400,030 FYE 2017. As of that date, the Town's portion of the Workers Compensation Fund Balance stood at -$200,582 down from -$7,888 the previous year. For several years, the recommended contribution has been reduced by amortizing excess fund balance over a three year period. Excess fund balance is determined by subtracting the Incurred but Not Reported Claims (IBNR) from the fund balance. For FYE 2018 this resulted in a fund balance deficit of -$766,288 with a five year amortization of $153,258. Coupled with the recommended contribution, this results in a total contribution of $572,836 of which $515,552 is for the General Fund. This is a decrease in the General Fund contribution of 7.1% from FYE 2017 to FYE 2018.

Going Forward

In FYE 2014 and FYE 2015, 2 major claims were the drivers affecting Town's WC numbers to increase as numbers are trending downward from FY2016 - $197,613 to FY2017 - $95,682.

Note: Of the Recommended Annual Contribution, $419,578, $100,000 accounts for: Losses and Allocated Loss Adjustment Expenses, State Assessments, Excess Insurance and Third Party Claims Administration Fees.

FYE	2013	2014	2015	2016	2017	2018
Claims	$164,326	$270,608	$375,206	$508,505	TBD	TBD
Total WC Cost	$222,124	$340,080	$453,268	$575,053	TBD	TBD
Recommended Annual Contribution	$212,410	$214,608	$221,822	$331,610	$400,030	$419,578
WC Fund Bal	$867,902	$687,797	$516,027	$268,302	($7,888)	($200,582)
IBNR	$242,834	$256,835	$306,966	$411,067	$630,473	$565,706
Available Assets	$625,068	$430,962	$209,061	($142,765)	($638,361)	($766,288)
3 Yr. Amortization	$208,356	$143,654	$69,687	($47,588)	($212,787)	($153,258)
Fund Balance Applied	$208,356	$143,654	$69,687	$0	$0	$0
Actual Contribution – All Funds	$4,054	$70,954	$152,135	$379,198	$612,817	$572,836
Actual Contribution – General Fund	$3,676	$63,846	$137,837	$343,693	$555,004	$515,552

Cost Center 1 – Retiree Health Benefit

Reflects payment made to the Health Insurance Fund out of which payments are made to cover health benefits for retirees and their families based on negotiated labor agreements.

Cost Center 2 5159 – Heart & Hypertension

For Police officers hired prior to July 1, 1996, it is presumed that injuries, illness or death due to heart disease or hypertension are job related and therefore are compensable injuries or illnesses. Claims are administered through the Worker's Compensation System. The $181,381 is annual contribution to the Worker's

Compensation Fund based on an actuarial estimate of future liability for current claims. This is a 2.8% reduction from FYE 2017.

Cost Center 3 5170 – Other Post-Employment Benefits (OPEB)

In June 2004, the Governmental Accounting Standards Board (GASB) issued Statement #45 entitled "Accounting and Financial Reporting by Employers for Post-Employment Benefits Other than Pensions". Retiree medical plans are required to disclose information about asset and liability levels and disclose historical contribution information. Actuarial valuations are required to determine liability levels and show historical contribution information.

The philosophy behind the statement is that post-employment benefits are part of the compensation that is paid to employees in return for services. Therefore, the cost of these benefits should be recognized while the employees are providing those services rather than after they have retired. This same philosophy has been applied to pension benefits for many years.

GASB allows for up to a 30 year amortization period for the liability and requires that an actuarial valuation be performed at least every two years in order to update the Town's OPEB liability amount and Annual Required Contribution (ARC).

FYE 2008 was the first year that the Town was required to recognize this liability on its financial statements. The July 1, 2016 valuation set the Town's OPEB liability at approximately $50 million, with an Annual Required Contribution (ARC) of $3.96 million. The liability has increased from the July 1, 2015 valuation in which the liability was at $48.9 million but the ARC decreased from $4.0 million. Though GASB does not require that the ARC be funded, it does require an explanation of how the Town intends to fund that obligation.

Anticipating the magnitude of the liability and the potential to reduce future costs by establishing and beginning to contribute to a fund set aside for OPEB benefits, the Town began making general fund contributions for OPEB in FYE 2005. To date $14.6 million has been contributed into the trust fund that was set up in FYE 2008.

The recommended General Fund Contribution to the OPEB Trust Fund for FYE 2017 is $940,000 with the remainder of $104,445 being contributed from the Golf Course and Sewer Operating Funds for a total of $1,044,445.

The net budget impact (NBI) of the $3.96 million ARC, discussed above, is $1.3 million since the Town is already contributing towards retiree health benefits. Bond rating agencies will also be looking for adherence to the plan to fund the ARC.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: NON-DEPARTMENTALS
DEPARTMENT: NON-DEPARTMENTALS
FUNCTION: SELF FUNDED PLANS 1071

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	8,503,189	7,563,884	7,563,884	8,399,875	8,126,157	7,656,157	7,656,157
Total Appropriation	$8,503,189	$7,563,884	$7,563,884	$8,399,875	$8,126,157	$7,656,157	$7,656,157
COST CENTERS							
10710 EMPLOYEE BENEFITS	6,353,054	5,677,832	5,677,832	6,242,780	6,130,574	6,130,574	6,130,574
10711 RETIREE HEALTH BENEF	723,810	759,444	759,444	877,938	874,202	874,202	874,202
10712 HEART & HYPERTENSION	188,612	186,608	186,608	181,381	181,381	181,381	181,381
10713 OPEB LIABILITY	1,237,713	940,000	940,000	1,097,776	940,000	470,000	470,000
Total Cost Centers	$8,503,189	$7,563,884	$7,563,884	$8,399,875	$8,126,157	$7,656,157	$7,656,157
FINANCING PLAN							
GENERAL FUND	8,503,189	7,563,884	7,563,884	8,399,875	8,126,157	7,656,157	7,656,157
Total Financing Plan	$8,503,189	$7,563,884	$7,563,884	$8,399,875	$8,126,157	$7,656,157	$7,656,157

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: NON-DEPARTMENTALS
DEPARTMENT: NON-DEPARTMENTALS
FUNCTION: SELF FUNDED PLANS 1071

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5152 RETIREMENT	2,161,996	2,116,025	2,116,025	2,393,968	2,390,095	2,390,095	2,390,095
5153 HEALTH INSURANCE	3,817,682	2,977,143	2,977,143	3,222,160	3,208,448	3,208,448	3,208,448
5155 WORKER'S COMP	343,693	555,004	555,004	610,102	515,552	515,552	515,552
5158 LIFE INSURANCE	29,683	29,660	29,660	16,550	16,479	16,479	16,479
5159 HEART & HYPERTENSION	188,612	186,608	186,608	181,381	181,381	181,381	181,381
5160 HEALTH-RETIREE-CURRE	723,810	759,444	759,444	877,938	874,202	874,202	874,202
5170 OTHER POSTEMPLOY BEN	1,237,713	940,000	940,000	1,097,776	940,000	470,000	470,000
Total Personnel Services	$8,503,189	$7,563,884	$7,563,884	$8,399,875	$8,126,157	$7,656,157	$7,656,157
GRAND TOTAL	$8,503,189	$7,563,884	$7,563,884	$8,399,875	$8,126,157	$7,656,157	$7,656,157

Benefit Allocation by Function and Employee Affiliation

FUNCTION NUMBER & DESCRIPTION	# of FTEs	Non-Union		AFSCME	GMEA	Steelworkers	Police Union	Pol Non-Union	Employee Benefits							TOTAL BENEFITS
		Town Plan	ICMA						Retirement #5152	ICMA #5152	Health #5153 & #5160	Life #5158	Work. Comp #5155	OPEB #5170	Heart & Hyper. #5159	
GENERAL FUND :																
1005-TOWN CLERK	5.00	1.00			4.00				$32,586		$87,236	$352	$11,016	$10,043		$141,233
1010-EXECUTIVE MANAGEMENT	4.00	4.00							$40,733		$69,789	$282	$8,813	$8,034		$127,651
1011-INFORMATION TECHNOLOGY	7.00	2.00			5.00				$50,916		$122,131	$493	$15,423	$14,060		$203,022
1012-HUMAN RESOURCES	4.00	2.00	2.00						$40,733	$4,862	$69,789	$282	$8,813	$8,034		$132,513
1013-FINANCE	19.00	4.00		2.00	13.00				$142,969	$3,000	$331,497	$1,338	$41,861	$38,162		$558,828
1014-EMERGENCY COMMUNICATIONS	14.00	1.00			13.00				$75,356		$244,261	$986	$30,845	$28,120		$379,568
1024-PUBLIC SAFETY	73.00				4.00		66.00	3.00	$1,291,509		$1,273,647	$5,141	$160,835	$146,624	$181,381	$3,059,137
1035-PUBLIC WORKS	46.25	6.75		3.00	7.50	29.00			$322,562		$806,934	$3,257	$101,899	$92,895		$1,327,547
1046-PLANNING & DEVELOPMENT	14.00	5.00	1.00		8.00				$92,329	$2,780	$244,261	$986	$30,845	$28,120		$399,321
1051-HUMAN SERVICES	8.00	1.00			7.00				$46,843		$139,578	$563	$17,626	$16,068		$220,678
1063-LIBRARY	20.00	2.00	1.00		17.00				$107,943	$3,767	$348,944	$1,408	$44,064	$40,171		$546,298
1064-PARKS & RECREATION	19.75	4.00	1.25		10.00	4.50			$125,878	$5,329	$344,583	$1,391	$43,514	$39,669		$560,362
GENERAL FUND: SUB-TOTAL: FYE 2018	**234.00**	**32.75**	**5.25**	**5.00**	**88.50**	**33.50**	**66.00**	**3.00**	**$2,370,357**	**$19,738**	**$4,082,650**	**$16,479**	**$515,552**	**$470,000**	**$181,381**	**$7,656,158**
OTHER FUNDS:																
2010-GOLF COURSE FUND	6.25	1.00	0.75			4.50			$37,622	$2,485	$109,045	$440	$13,770	$25,107		$188,469
2020-SEWER FUND	19.75	3.25			3.50	13.00			$130,221	$0	$344,583	$1,390	$43,514	$79,338		$599,046
OTHER FUNDS: SUB-TOTAL: FYE 2018	**26.00**	**4.25**	**0.75**	**0.00**	**3.50**	**17.50**	**0.00**	**0.00**	**$167,843**	**$2,485**	**$453,628**	**$1,831**	**$57,284**	**$104,445**		**$787,515**
T O T A L S - ALL FUNDS------FYE 2018	**260.00**	**37.00**	**6.00**	**5.00**	**92.00**	**51.00**	**66.00**	**3.00**	**$2,538,200**	**$22,223**	**$4,536,278**	**$18,310**	**$572,836**	**$574,445**	**$181,381**	**$8,443,673**
FYE 2017 Adopted Budget: General & Other									$2,250,333	$15,810	$4,159,631	$32,750	$612,817	$1,044,167	$186,608	$8,302,116
$ Change from FYE 2017 to FYE 2018									**$287,867**	**$6,413**	**$376,647**	**($14,440)**	**($39,981)**	**($469,722)**	**($5,227)**	**$141,557**
% Change from FYE 2017 to FYE 2018									**12.8%**	**40.6%**	**9.1%**	**-44.1%**	**-6.5%**	**-45.0%**	**-2.8%**	**1.7%**

FINANCE FUNCTION #1013

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall increase in this budget is $18,471 or 1.3%. Personnel Services are up $19,372 and operating expenses are down $901.

The Leadership division continued to review the budget document for additional improvements and changes to streamline the budget process and create a document that would be more easily readable while providing relevant information about each department. Staff met with the departments to review their highlights and discuss changes for the FYE 2018 budget highlights. Departments were requested to identify and discuss the impact to their departments/divisions of cuts to the FYE 2017 budget. Departments were also asked to provide the impact of both a zero dollar increase and a 5% reduction from the adjusted FYE 2017 budget. One of the priorities of the recently promoted Budget Analyst & Coordinator will be an in-depth review and analysis of both revenues and expenditures for the development of trends and financial forecasting for future budgets.
FYE 2017 saw the retirement of three long time Finance Department employees – Purchasing Agent, Tax Collector and Treasurer/Accounting Manager. The Purchasing Agent position was filled in December 2016 the Tax Collector in April 2017 and the Treasurer/Accounting Manager in May 2017.

During FYE 2017 the Accounting Division was involved in the Client First Initiative which reviewed our financial software and "shadow accounting" and the ability, or the lack thereof, to interface among the various software packages we now use. This initiative aims to find the best fit for all of our software in order to create efficiencies, reduce duplicate entry and shadow accounting. During FYE 2018 we expect to evaluate demos for those vendors who submitted bids in order to move forward with this project. Transitioning to new software will require extensive testing and parallel runs in both systems to ensure data conversion accuracy for all Accounting and Payroll software. Accounting began using ACH payments to vendors in February 2017. As we expand the use of this payment method in FYE 2018, we expect to use less check stock, postage and MICR ink for processing accounts payable checks. This method of payment will also reduce the number of outstanding checks and staff time required for research, vendor contact and re-issue if necessary. We expect the new school projects to substantially impact Accounting due to the increased volume of payments and the additional record keeping required.

The Assessment office has implemented the October 1, 2016 revaluation. In the past year the division has adopted efficiency measures by eliminating both the printing of property record cards and certificates of correction and associated proof documents. In FYE 2018 Assessment staff will begin collecting building permit information electronically using tablets purchased for the 2016 revaluation. In addition, the division will implement new procedures to collect data in preparation for the October 1, 2021 revaluation. This will reduce the higher cost of the full measure and list reval by performing work in-house over the next four years. Staff is currently developing a schedule by neighborhood to implement a data mailer survey program and to schedule on-site visits to verify data for non-returned mailers. This type of policy is supported by statute and has been adopted in other Connecticut towns to cut costs of the full revaluation. While it will increase the workload for existing staff, we feel the time is right to use the technology on hand to proactively manage the program. The motor vehicle list continues to be affected by the CT DMV's CIVLS software upgrade. For both the 2015 regular and 2015 supplement grand lists, DMV omitted vehicles and provided incorrect mailing and residence addresses. Assessor offices in the state participated in a campaign to collect data on behalf of DMV in an effort to speed up the correction of information provided by taxpayers during the heaviest tax collection season. We've confirmed that not all the data collected was corrected by DMV for the current grant list. Staff will continue to participate with DMV to collect and report corrections to records as necessary. Personal Property business declarations will eventually migrate to electronic filings.

An employee was laid off in the Tax Division as a result of budget cuts in FYE 2017 and the loss of this position impacted the daily operations and greatly affected the staff both mentally and physically. Staff struggled with the loss of a position this year as they tried to distribute the workload among the remaining

employees as well as learning the intricacies of billing processes handled by the staff member that was laid off. The review and re-billing of delinquent accounts were both delayed and tax collections are expected to be impacted. The Tax Collector retired in April 2017 and there will be a learning curve for the new Collector. The Adopted Budget reinstated a position to the Tax Division and we expect to be fully staffed by early summer.

A new Purchasing Agent was hired in December 2016. The Purchasing Agent's goal for the upcoming year is to review all current processes and procedures and investigate ways to improve efficiency.

Cost Center 0 - Leadership/General Support

Responsible for preparing a Comprehensive Annual Financial Report and a Budget that provides detailed information on the transactions and events affecting the Town's funds. Assures that Town funds are used for appropriate purposes and within approved budgetary functions/accounts.

Cost Center 1 - Accounting/Treasury Management

Administers grants, accounts receivable, accounts payable, payroll and pension responsibilities of the Town. Reconciles cash and invests funds in a financially prudent manner and completes financial statements.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Outputs			
Accounts Payable Checks/ACH payments	6,730	6,500	7,250
Payroll Checks/Vouchers	10,597	11,025	11,200
Pension Checks/Vouchers	3,143	3,262	3,320
Effectiveness Goal			
Number of weeks to complete the CAFR	15	15	15
Average number of days after receipt of the statement to complete bank reconciliations	20 days	20 days	20 days

Cost Center 3 – Assessment

Compiles the property grand list to ensure the fair and equitable distribution of the property tax burden. Discovers, lists and values real estate and personal property (includes motor vehicles). Coordinates revaluations of all real property every five years. Administers exemption and abatement programs and works with Board of Assessment Appeals. Aircraft Registration Official coordinates with Groton – New London Airport manager to contact and collect registration fees annually.

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Outputs			
Real Estate Parcels	12,978	12,989	13,000
Motor Vehicle Accounts (includes Supplemental Motor Vehicle)	37,034	36,677	37,100
Personal Property Accounts	1,939	1,909	1,950
Certificates of Change	3,710	4,041	4,000
Efficiency Goal			
Assessment to Sale Ratio (median ratio of assessments divided by sales prices)	71%	71%	70%

Cost Center 5 – Revenue Collection

Maintain, bill and collect taxes for the Town, Groton Sewer District, and the nine (9) taxing districts and/or political subdivisions within the town. Maintain, bill and collect residential and commercial sewer use charges, and landfill charges. Rebill all active delinquent accounts twice a fiscal year. Send lien notices to all delinquent real estate accounts, personal property and sewer use accounts once a year. Increase to customer service for residents by providing a public access terminal to pay taxes and sewer use charges online, and to review and printout tax accounts onsite or remotely.

Outputs	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Tax Bills – July	43,740	43,746	44,290
Tax Bills – January	6,372	6,449	6,600
Tax Collection Rebills	13,969	13,837	13,903
Real Estate Liens Notices	464	505	485
Real Estate Liens Filed	401	400	400
Real Estate & Sewer Use Demands	890	900	900
Personal Property Liens Filed	137	157	147
Residential Sewer Billing – Annually	5,961	5,983	5,995
Commercial Sewer Billing – Annually	4,678	4,550	4,560
Sewer Use Lien Notices – Residential & Commercial	453	509	431
Landfill Billing – Annually	145	136	141
Efficiency Goal			
Tax Collection Rate	98.3%	98.3%	98.3%

Cost Center 7 – Purchasing

Secure goods and services for all departments of the Town in accordance with Town Charter requirements and the Town's Purchasing Manual. Process purchase requisitions and all solicitations (bids, Requests for Proposals, & Requests for Qualifications). Maintain, control and generate all required reports for a capital asset system. Operate the mail room at maximum efficiency. Negotiate, execute and monitor lease agreements for equipment as well as for leased property and buildings. Coordinate the sale of the Town's surplus/obsolete property through a formal auction on a biennial basis as well as throughout the year utilizing an on-line surplus property website.

Outputs	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Bid Packages Prepared	37	25	25
Purchase Orders Processed	1,390	1,400	1,500
Change Orders Processed	287	275	275
Capital Assets Processed	47	30	30
Credit Card Transactions Validated	531	500	500
Copier/Printer Transactions Validated	368	350	350
Number of Checks Audited	2,000	6,500	7,250
Certificate of Insurance Renewals Processed	400	400	400
Efficiency Goal			
Average turnaround in days for conversion of requisitions to purchase Orders	1.31	1.50	1.50
Average turnaround in days for change orders	1.2	1.2	1.2
% of Bids/RFP's processed within 4 weeks	72%	85%	85%
% of requisitions converted to purchase orders within 3 days	97.6%	90%	90%

6-Jun-2017

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: FINANCE
FUNCTION: FINANCIAL ADMINISTRATION 1013

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	1,257,740	1,256,759	1,308,641	1,282,630	1,276,131	1,276,131	1,276,131
Operating Expenses	115,796	120,144	107,563	119,693	119,243	119,243	119,243
Total Appropriation	$1,373,536	$1,376,903	$1,416,204	$1,402,323	$1,395,374	$1,395,374	$1,395,374
COST CENTERS							
10130 LEADERSHIP/GEN SUPPT	207,374	253,888	210,908	252,795	245,996	245,996	245,996
10131 ACCOUNTING/TREASURY	320,309	324,901	363,557	328,145	328,145	328,145	328,145
10133 ASSESSMENT	341,650	351,003	344,628	350,801	350,651	350,651	350,651
10135 REVENUE COLLECTION	351,329	295,071	306,618	331,538	331,538	331,538	331,538
10137 PURCHASING	152,874	152,040	190,493	139,044	139,044	139,044	139,044
Total Cost Centers	$1,373,536	$1,376,903	$1,416,204	$1,402,323	$1,395,374	$1,395,374	$1,395,374
FINANCING PLAN							
INTEREST INCOME	97,091	95,000	125,000	125,000	125,000	125,000	125,000
TAX COLLECTION SERVICES	148,819	148,819	148,819	148,819	148,819	148,819	148,819
GIS REVENUE	523	700	600	600	600	600	600
FINANCE DEPT COPIES	960	900	900	900	900	900	900
RETURNED CHECK FEES	960	1,000	1,100	1,200	1,200	1,200	1,200
AIRCRAFT REGISTRATIONS	20,690	20,000	21,070	21,000	21,000	21,000	21,000
DELINQUENT MV FEE	16,532	18,709	16,500	16,600	16,600	16,600	16,600
SALE OF FIXED ASSETS	2,272	2,500	9,000	2,500	2,500	2,500	2,500
MISC-UNCLASSIFIED	500	0	1,300	0	0	0	0
GENERAL FUND	1,085,189	1,089,275	1,091,915	1,085,704	1,078,755	1,078,755	1,078,755
Total Financing Plan	$1,373,536	$1,376,903	$1,416,204	$1,402,323	$1,395,374	$1,395,374	$1,395,374

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: FINANCE
FUNCTION: FINANCIAL ADMINISTRATION 1013

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	1,152,919	1,147,382	1,115,311	1,180,165	1,174,758	1,174,758	1,174,758
5104 OVERTIME PAY	3,035	4,783	3,354	3,551	3,551	3,551	3,551
5105 LONGEVITY PAY	5,965	5,255	5,255	4,540	3,910	3,910	3,910
5109 SALARY ADJUSTMENTS	6,831	7,168	89,684	0	0	0	0
5112 SICK INCENTIVE	2,724	3,369	2,041	3,225	3,225	3,225	3,225
5151 SOCIAL SECURITY	86,266	88,802	92,996	91,149	90,687	90,687	90,687
Total Personnel Services	$1,257,740	$1,256,759	$1,308,641	$1,282,630	$1,276,131	$1,276,131	$1,276,131
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	52,324	51,867	50,065	54,944	54,944	54,944	54,944
5210 PROFESS DEVELOP/TRAI	2,552	6,365	4,370	6,615	6,315	6,315	6,315
5220 UTILITIES/FUEL/MILEA	82	380	175	320	320	320	320
5230 PYMNTS/CONTRIBUTIONS	40	0	0	0	0	0	0
5240 BOARDS & COMMISSIONS	100	200	0	200	200	200	200
5260 REPAIRS & MAINT-FAC/	3,671	3,657	3,531	2,881	2,881	2,881	2,881
5281 OCCUPATIONAL HEALTH	117	125	115	125	125	125	125
5290 PROFESS/TECHNICAL SE	40,854	42,342	36,047	41,592	41,442	41,442	41,442
5300 MATERIALS & SUPPLIES	9,566	12,589	10,598	11,785	11,785	11,785	11,785
5315 VEHICLE REPLACEMENT	573	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	267	179	179	206	206	206	206
5318 COMPUTER REPLMNT FEE	3,810	0	0	0	0	0	0
5400 EQUIP/MACHINRY& FURN	1,520	1,640	1,648	175	175	175	175
5410 COMPUTER EQUIPMENT	20	500	535	550	550	550	550
Total Operating Expenses	$115,796	$120,144	$107,563	$119,693	$119,243	$119,243	$119,243
GRAND TOTAL	$1,373,536	$1,376,903	$1,416,204	$1,402,323	$1,395,374	$1,395,374	$1,395,374

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: FINANCE
FUNCTION: FINANCIAL ADMINISTRATION 1013

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR OF FINANCE	1.00	1.00	1.00	1.00	1.00	1.00
TAX COLLECTOR	1.00	1.00	1.00	1.00	1.00	1.00
TREASURER/ACCT MGR	1.00	1.00	1.00	1.00	1.00	1.00
ASSESSOR	1.00	1.00	1.00	1.00	1.00	1.00
PURCHASING AGENT	1.00	1.00	1.00	1.00	1.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00	1.00	1.00
BUDGET ANALYST & COORD.	1.00	1.00	1.00	1.00	1.00	1.00
ASSISTANT ASSESSOR	1.00	1.00	1.00	1.00	1.00	1.00
DEPUTY TAX COLLECTOR	1.00	1.00	1.00	1.00	1.00	1.00
ASSESS ANALYST ASSOCIATE	1.00	1.00	1.00	1.00	1.00	1.00
ASSESSMENT TECHNICIAN	1.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT I	3.00	3.00	4.00	4.00	4.00	4.00
FINANCIAL ASSISTANT II	3.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASST II 40 HRS	0.00	2.00	2.00	2.00	2.00	2.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	18.00	18.00	19.00	19.00	19.00	19.00
FTE SALARIES & WAGES						
DIRECTOR OF FINANCE	110,160	110,160	110,160	110,160	110,160	110,160
TAX COLLECTOR	81,985	83,520	74,255	74,255	74,255	74,255
TREASURER/ACCT MGR	83,805	83,805	83,805	83,805	83,805	83,805
ASSESSOR	95,948	95,948	95,948	95,948	95,948	95,948
PURCHASING AGENT	84,413	81,725	75,000	75,000	75,000	75,000
ACCOUNTANT	64,877	64,872	66,170	66,170	66,170	66,170
BUDGET ANALYST & COORD.	57,401	26,493	64,000	64,000	64,000	64,000
ASSISTANT ASSESSOR	55,928	55,928	56,827	56,827	56,827	56,827
DEPUTY TAX COLLECTOR	53,465	53,458	53,253	53,253	53,253	53,253
ASSESS ANALYST ASSOCIATE	53,458	53,458	53,253	53,253	53,253	53,253
ASSESSMENT TECHNICIAN	51,375	51,375	51,178	51,178	51,178	51,178
FINANCIAL ASSISTANT I	139,350	139,350	180,872	180,872	180,872	180,872
FINANCIAL ASSISTANT II	167,753	51,375	51,178	45,771	45,771	45,771
FINANCIAL ASST II 40 HRS	0	116,378	116,982	116,982	116,982	116,982
OFFICE ASSISTANT II (35)	47,465	47,465	47,284	47,284	47,284	47,284
Total FTE Salaries & Wages	$1,147,383	$1,115,312	$1,180,165	$1,174,757	$1,174,757	$1,174,757

REVALUATION FUND #2120

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations there were no changes made to the expenditures in this function. The overall decrease in this budget is $94,000 or 52.2%.

This fund was set up in FYE 1999 to accumulate funds on an annual basis in order to pay for the expenses incurred for the State mandated revaluations. In FYE 2005, the Town began setting aside funds annually for the purpose of accumulating funds for aerial mapping using the same methodology they did when they created this fund for future revaluation expenses. Funds are contributed annually so that major fluctuations in appropriations from the General Fund do not materialize in the one or two years prior to the actual date of revaluation, aerial mapping and other related costs.

Tyler Technologies was contracted to conduct the 2016 interim revaluation and began in early 2016. Public relations related to the revaluation process will include news releases, informal hearings, website postings and a public presentation of preliminary results of the project. The project was finalized in January 2017. The town will also be purchasing Tyler's Field Mobile program. The Field Mobile program will upgrade the process of collecting building permit data by collecting data in the field using tablets. Currently information is recorded on property cards in the field and photos are uploaded to a master folder. Updated building permit data must be manually updated in the office and photos uploaded individually to each property. Photos taken in the field now will be tagged to properties immediately. The use of this software will streamline the work flow and improve data quality,

Cost Center 0 – Property Revaluation

The recent revaluation will be effective October 1, 2016 and will impact the FYE 2018 budget. An interim revaluation does not require the physical inspection of every property.

Cost Center 1 – Aerial Mapping

The last aerial mapping and the updating of GIS planimetric data was completed in FYE 2010. Regular updates were anticipated when the revaluation fund was established on a 5 year schedule. The supplemental imagery update was flown in April 2015 to coincide with the interim revaluation. The full imagery and planimetric updates will again coincide with the full measure and list revaluation.

Revaluation Fund		Appropriation		Balance
Fiscal Year	Contribution to Fund	Revaluation	Mapping	Cumulative $$ at end of fiscal year
2016 Balance				$ 65,536
2017 Estimate	$ 128,250	$ 180,000	$ -	$ 13,786
2018 Adopted	$ 87,500	$ 86,000	$ -	$ 15,286
2019	$ 295,000	$ 50,000	$ 130,000	$ 130,286
2020	$ 295,000	$ 400,000	$ -	$ 25,286
2021	$ 250,000	$ 250,000	$ -	$ 25,286
2022	$ 140,000	$ 50,000	$ -	$ 115,286
2023	$ 140,000	$ 50,000	$ -	$ 205,286

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: FINANCE
FUNCTION: REVALUATION FUND 2120

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	249,258	180,000	180,000	86,000	86,000	86,000	86,000
Total Appropriation	$249,258	$180,000	$180,000	$86,000	$86,000	$86,000	$86,000
COST CENTERS							
21200 PROPERTY REVALUATION	249,258	180,000	180,000	86,000	86,000	86,000	86,000
Total Cost Centers	$249,258	$180,000	$180,000	$86,000	$86,000	$86,000	$86,000
FINANCING PLAN							
INTEREST INCOME	1,276	950	1,150	1,150	1,150	1,150	1,150
PAYMENTS FROM OTHER FUNDS	100,000	128,250	128,250	200,000	175,000	87,500	87,500
FUND BALANCE APPLIED	147,982	50,800	50,600	0	0	0	0
Total Financing Plan	$249,258	$180,000	$180,000	$201,150	$176,150	$88,650	$88,650

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: FINANCE
FUNCTION: REVALUATION FUND 2120

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	5,904	0	5,000	810	810	810	810
5261 SOFTWARE MAINT FEES	6,900	0	0	0	0	0	0
5290 PROFESS/TECHNICAL SE	235,850	180,000	174,127	85,000	85,000	85,000	85,000
5300 MATERIALS & SUPPLIES	0	0	635	190	190	190	190
5410 COMPUTER EQUIPMENT	604	0	238	0	0	0	0
Total Operating Expenses	$249,258	$180,000	$180,000	$86,000	$86,000	$86,000	$86,000
GRAND TOTAL	$249,258	$180,000	$180,000	$86,000	$86,000	$86,000	$86,000

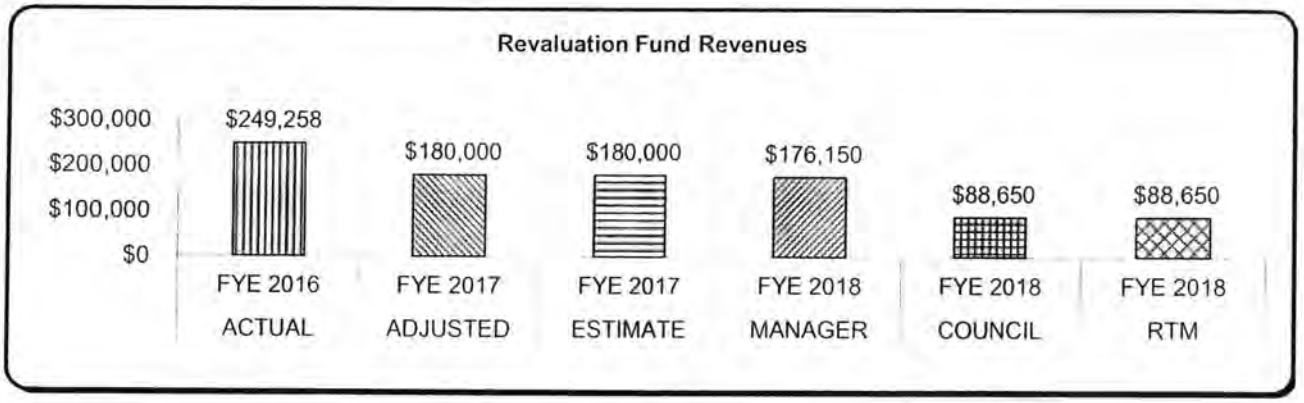
TOWN OF GROTON, CT
FYE 2018 BUDGET

REVALUATION FUND REVENUES: #2120

Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

Payments From Other Funds - represents the amount that the General Fund will contribute to the operation of this fund for State mandated revaluations of real estate property and costs associated with updating the aerial maps.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4412	Interest Income	$ 1,276	$ 950	$ 1,150	$ 1,150	$ 1,150	$ 1,150
4766	Payments from Other Funds	$ 100,000	$ 128,250	$ 128,250	$ 175,000	$ 87,500	$ 87,500
4999	Fund Balance Applied	$ 147,982	$ 50,800	$ 50,600	$ 0	$ 0	$ 0
	Total	$ 249,258	$ 180,000	$ 180,000	$ 176,150	$ 88,650	$ 88,650



Audit Fund Balance as of 6/30/2016	$ 178,926
Estimated Fund Balance as of 6/30/17	$ 128,326
Estimated Fund Balance as of 6/30/18	$ 130,976
Fund Balance as a % of 2018 Expenditures	152.30%

EMERGENCY COMMUNICATIONS #1014

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced this function by $39,703 and the RTM sustained this action. The overall increase in this budget is $15,654 or 1.1%. Personnel Services are down $9,528 and operating expenses are up $25,182.

Cost Center 5 – Emergency Communications

The Emergency Communications Center receives requests for assistance from the public through the 9-1-1 system and other means including non-emergency telephone lines and automatic alarms and dispatches Police, Fire and EMS units as appropriate. Over the course of a year, thirteen Emergency Telecommunicators will receive approximately 90,000 telephone calls and alarms a year resulting in approximately 40,000 dispatched incidents.

Emergency Telecommunicators work either 10 or 12 hour staggered work shifts, allowing us to schedule sufficient personnel to handle expected call loads. The number of Telecommunicators on duty in the Center at any one time varies between two and four depending on time of day. Minimum staffing is three Telecommunicators during the day and evening hours, dropping down to two between the hours of 2 and 6 a.m. when the expected call load is lightest.

Recognizing that the overtime budget is of high interest every budget season, we have taken steps to reduce that portion of the budget. For example, several years ago, we conducted a comprehensive shift coverage study in an attempt to reduce overtime expenditures. The study determined that we would need to hire an additional 6 FTE Telecommunicators (for a total of 19) to move to an 8 hour shift, 5 shifts per week employee schedule. The additional personnel were needed to cover for days off, vacation and sick days without paying overtime. When the total costs of the new employees (including benefits) was calculated however, the total cost of 19 Telecommunicators greatly exceeded the overtime funding expended. The study confirmed that the current 10 and 12 hour shift system allows for sufficient coverage with the least number of employees, at the least total cost. Following the study, we realigned the work shifts slightly which then gave us the opportunity to not replace a retiring Telecommunicator leaving the thirteen Telecommunicators we have on staff today.

In 2011 we were able to negotiate a change in the Telecommunicators working contract that greatly reduced overtime expenditures. Starting with the contract signed in 2011, Telecommunicators only receive overtime for actual hours worked over forty hours per week. Prior to that, "hours worked" included their earned time off, a practice common in public safety. The change in their contract greatly reduced the amount of overtime received during the course of the year.

Of the thirteen Emergency Telecommunicators on staff, five work four, ten hour shifts per week. The remaining eight Telecommunicators rotate between three or four, twelve hour shifts every week. Telecommunicators, like all hourly employees, receive overtime pay when they exceed forty hours of work per week.

When the Telecommunicators assigned to twelve hour shifts work three days, they receive thirty-six hours pay. When they work four, twelve hour shifts they get paid for working forty-eight hours with eight hours paid at the overtime rate of one and a half times their hourly rate. Over the course of a year, the eight Telecommunicators will account for 2,496 hours of overtime assuming twenty-six full pay periods (two weeks each). Calculated at the top level Telecommunicator III hourly rate of $29.17/hour, that accounts for approximately $4,200 per pay period or $109,200 expended overtime funds to cover the basic work schedule over the course of a year.

Emergency Telecommunicators do not receive holidays off and receive time and a half for every hour worked on a holiday except for Thanksgiving and Christmas when they receive two and a half times their hourly rate for hours worked. Depending on the holiday and the number of Telecommunicators working, holiday pay rates can

account for another $4-$5,000 (or more) a pay period from the overtime account. Thirteen holidays over the course of a year accounts for approximately $60,000 out of the overtime account.

When a Telecommunicator takes time off (ex. vacation, sick time, etc.) it is likely that we will have to backfill at least a portion of, or the entire shift, as we have lost the flexibility we had prior to staff reductions in previous budget reductions. During FYE 16, Telecommunicators took 3,579 hours of earned time off. Had we filled all of those hours that would have accounted for an expenditure of approximately $156,581 in overtime. With a total overtime budget of $204,000 in FYE16 that would have been impossible. For the past several years, normal practice has been to fill only those hours required to meet contractual minimum staffing levels and we will continue doing the same in FYE 18.

Emergency Communications	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
9-1-1 Telephone Calls Received	18,345	18,300	18,400
Non-Emergency Telephone Calls Received	70,213	70,000	71,000
Total Telephone Calls Received	88,558	88,300	79,400
Law Enforcement Type Events	18,690	18,500	18,500
Fire Type Events	3,487	3,500	3,500
Emergency Medical Type Events	10,760	11,000	11,000
Administrative/Other Type Events	7,416	6,000	6,000
Total Calls for Service	40,353	39,000	39,000
Average Time (Seconds) To Answer 911 Calls	3.8	3.8	3.8
Response Time Dispatch to On-Scene Priority 1 Calls (Min:Sec)	6:47	6:45	6:45
Total Percentage of 911 Calls Answered In 10 Seconds or Less (State Standard 90%)	99.8%	99.8%	99.8%

Cost Center 8 – Emergency Management

Emergency Management is responsible for planning for, coordinating the response to and recovering from disasters and other emergencies. This requires extensive work with our partners in public safety, both within and outside of Groton. While "disasters are always local", the effects do not stop at a community's border. As good as all of our services are, budget reductions have forced all of the communities in Eastern Connecticut to use mutual aid resources more often and to a greater extent than we have in the past. In short, to be effective and efficient, we must plan, drill and respond both locally and regionally.

The duties and responsibilities of local emergency management have expanded greatly since 9/11. Homeland security grant funds are now distributed regionally through our Regional Emergency Planning Team, representing forty-three municipalities in Eastern Connecticut. Groton's Emergency Management Director continues to serve as the Chair of the Region 4 Steering Committee, which is responsible for creating regional operational and spending plans to support all of the member communities in Eastern Connecticut.

Beyond the Eastern Connecticut region, we are actively involved in a number of statewide projects, committees and planning groups to improve emergency response throughout Connecticut while making sure Groton's interests continue to be served well. Extending our reach and impact further afield, our local Emergency Management Director is actively involved in several national initiatives to ensure our (local, regional and state) interests and concerns are well served.

The loss of one FTE during budget deliberations for FYE 17 has required us to cut back and become more selective on our active involvement in some of these areas. We will continue to participate and serve the Town of Groton to the best of our abilities as time allows.

Emergency Management	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Full EOC Activations	2	2	1
EOC Activations	2	1	1
CERT Activations	0	1	1
Millstone Activations	1	1	0
Statewide Drills	2	2	2
Regional Drills	3	3	3
Local Drills	1	1	2
Hazardous Material Spills Logged	326	330	330

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EMERGENCY COMMUNICATIONS 1014

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	1,175,942	1,207,815	1,209,751	1,239,872	1,237,990	1,198,287	1,198,287
Operating Expenses	156,864	159,340	173,058	194,522	184,522	184,522	184,522
Total Appropriation	$1,332,806	$1,367,155	$1,382,809	$1,434,394	$1,422,512	$1,382,809	$1,382,809
COST CENTERS							
10145 EMERGENCY COMMUNICAT	1,265,917	1,310,523	1,326,347	1,377,912	1,366,030	1,326,327	1,326,327
10148 EMERGENCY MANAGEMENT	66,889	56,632	56,462	56,482	56,482	56,482	56,482
Total Cost Centers	$1,332,806	$1,367,155	$1,382,809	$1,434,394	$1,422,512	$1,382,809	$1,382,809
FINANCING PLAN							
911 ENHANCEMENT	165,318	165,318	165,318	165,318	165,318	165,318	165,318
NUCLEAR SAFETY DRILL	31,453	37,041	37,041	37,041	37,041	37,041	37,041
EMERGENCY MGMTG (SLA)	20,088	20,019	20,019	20,019	20,019	20,019	20,019
DISPATCH-PARAMEDIC SERV	1,000	1,000	1,000	1,000	1,000	1,000	1,000
N STONINGTON-DISPATCH	52,819	52,819	52,819	52,819	52,819	52,819	52,819
COORD MEDICAL EMERG DIREC	22,258	22,257	22,257	22,257	22,257	22,257	22,257
GIS REVENUE	124	0	0	0	0	0	0
LEASE FEES	27,000	27,000	27,000	27,000	27,000	27,000	27,000
GENERAL FUND	1,012,746	1,041,701	1,057,355	1,108,940	1,097,058	1,057,355	1,057,355
Total Financing Plan	$1,332,806	$1,367,155	$1,382,809	$1,434,394	$1,422,512	$1,382,809	$1,382,809

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EMERGENCY COMMUNICATIONS 1014

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	852,536	883,110	883,696	908,918	907,170	907,170	907,170
5104 OVERTIME PAY	203,263	208,100	208,100	210,200	210,200	210,200	210,200
5105 LONGEVITY PAY	7,735	8,085	8,085	8,435	8,435	8,435	8,435
5109 SALARY ADJUSTMENTS	0	0	0	0	0	(39,703)	(39,703)
5111 PREMIUM PAY/OUT OF C	22,853	16,000	16,000	16,350	16,350	16,350	16,350
5112 SICK INCENTIVE	7,763	7,400	7,400	7,400	7,400	7,400	7,400
5116 WAGE CONTINUATION	952	0	0	0	0	0	0
5117 ALLOWANCES	312	500	500	500	500	500	500
5151 SOCIAL SECURITY	80,528	84,620	85,970	88,069	87,935	87,935	87,935
Total Personnel Services	$1,175,942	$1,207,815	$1,209,751	$1,239,872	$1,237,990	$1,198,287	$1,198,287
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	605	1,000	1,000	600	600	600	600
5210 PROFESS DEVELOP/TRAI	3,342	5,000	5,000	5,000	5,000	5,000	5,000
5220 UTILITIES/FUEL/MILEA	66,310	72,450	70,550	70,550	70,550	70,550	70,550
5260 REPAIRS & MAINT-FAC/	2,240	2,300	2,300	2,720	2,720	2,720	2,720
5261 SOFTWARE MAINT FEES	4,869	5,100	5,050	5,100	5,100	5,100	5,100
5290 PROFESS/TECHNICAL SE	67,137	69,212	84,600	103,375	93,375	93,375	93,375
5300 MATERIALS & SUPPLIES	5,978	2,200	2,480	5,300	5,300	5,300	5,300
5315 VEHICLE REPLACEMENT	638	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	1,300	1,500	1,500	1,500	1,500	1,500	1,500
5317 VEHICLE FUEL	1,100	578	578	377	377	377	377
5318 COMPUTER REPLMNT FEE	3,345	0	0	0	0	0	0
Total Operating Expenses	$156,864	$159,340	$173,058	$194,522	$184,522	$184,522	$184,522
GRAND TOTAL	$1,332,806	$1,367,155	$1,382,809	$1,434,394	$1,422,512	$1,382,809	$1,382,809

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: GENERAL SERVICES
DEPARTMENT: TOWN MANAGER
FUNCTION: EMERGENCY COMMUNICATIONS 1014

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
MANAGER EC/EMER. MGT. DIR	1.00	1.00	1.00	1.00	1.00	1.00
TELECOMMUNICATOR III	9.00	9.00	9.00	9.00	9.00	9.00
TELECOMMUNICATOR IV	4.00	4.00	4.00	4.00	4.00	4.00
Total FTE Personnel	14.00	14.00	14.00	14.00	14.00	14.00
FTE SALARIES & WAGES						
MANAGER EC/EMER. MGT. DIR	94,996	94,996	94,996	94,996	94,996	94,996
TELECOMMUNICATOR III	522,347	533,876	549,989	548,242	548,242	548,242
TELECOMMUNICATOR IV	253,612	254,825	263,933	263,933	263,933	263,933
Total FTE Salaries & Wages	$870,955	$883,696	$908,918	$907,171	$907,171	$907,171

PUBLIC SAFETY #1024

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: The RTM reduced this function by $66,889. The overall decrease in this budget is $40,382 or .6% Personnel Services are down $43,753 and operating expenses are up $3,371.

The Police Department consists of the following components: Administration, Patrol, Detective, Special Services, Records, Training and Animal Control. The Administrative Division is responsible for the overall command and operational functions of the Police Department, including budget preparation, presentation and implementation. The training of all officers as well as interaction with the youth of our community, and recording and licensing duties, are part of the overall function. The Patrol Division is the largest single component of the Department. All personnel share in the responsibility of effective crime deterrence and prevention, response to critical incidents, emergencies and criminal acts, and providing for overall public safety. The Patrol Division is responsible for efforts in community-oriented policing. However, through financial reductions, the Department's ability to maintain a real and tangible Community Policing program has been degraded, to such a point that it should no longer be considered a functioning program in the way it had been in the past. The last remaining and arguably most prominent vestige of this program is the School Resource Officer at Fitch High School. This important role will remain, should cost sharing with the Board of Education continue. It is the Department's hope that funding will be restored in the future to allow the Community Policing program to be fielded as intended and provide viable Community Policing services to the Town. The Detective Division is responsible for the initial and follow-up investigations of major crimes occurring in the Town of Groton in addition to follow-up of other cases that require additional investigation or expertise. Embedded within the Detective Division is the Narcotics Unit, which in 2016 took on the leadership role of the Regional Community Enhancement Task Force. The Animal Control Division is responsible for the operation and maintenance of the animal shelter, enforcing state statutes regarding animal control, investigating complaints of nuisance and damage caused by dogs for all of Groton, including the political subdivisions therein. Animal Control is also responsible for servicing complaints regarding all animals, pet adoption and community education.

GOALS:

Nationally, 2016 was a difficult year in law enforcement. Assaults and line of duty deaths increased as we observed a dramatic increase in homicidal targeting of police officers. The trend has continued during the early stages of 2017 which reflects a 167% increase as of this writing (www.odmp.org). With this in mind, we have attempted to provide appropriate staffing levels to balancing officer safety with fiscal responsibility, while maintaining core services. To that end, we have continued to streamline some functions and services. There have been positions vacated through retirement and resignation which have caused the department to realign duties and re-examine some functions within the department to enhance efficiency in operations. However, some critical positions at the supervisory, investigatory and clerical levels were not filled, taxing other components within the department and inhibiting our ability to expand other services.

We continue to meet with entities to examine the possibility of combining some efforts to realize efficiencies. This includes examining dispatch and prisoner holding, while also examining other areas that could enhance the overall effectiveness of public safety operations. In anticipation of the findings of the *Client First* study, one such area that will be a top goal in FYE2018 is the full integration of the department's Records Management System and the Computer Aided Dispatch.

We have implemented programs that continue to address scheduling issues that impact overtime expenditures, while also maximizing available staffing. Our engagement with the community has increased, and the Department's *Facebook* page and newly-implemented *Twitter* account help to provide timely notifications and

multiple avenues to open a dialogue with the community. We continue to change our approaches with regard to vacancies and look for areas that allow us to balance public safety, cost and officer safety. We have recruited and selected well-qualified candidates for the department and continue to find career broadening and development programs for officers. In addition, officers within the department have been tasked to the **Regional Community** Enhancement Task Force (RCETF). Cost, functionality and durability remain the top priorities with regard to procurement of equipment and services.

FYE 2017 saw the benefits realized by partnering with other state, local and federal law enforcement agencies to address common regional issues. For the communities involved, this has paid dividends in addressing narcotics and quality of life issues, while also presenting a cost effective, regionalized approach to addressing these crimes. **RCETF has been one of the most effective law enforcement programs** in our area in recent times, and their proactive response to the on-going opioid epidemic and the cascading effects of narco-related crimes including violence, human trafficking and larcenies throughout Groton and the region, continues to be a model program. Also, working with community-based organizations like "*A Community Speaks Out*" and *GASP* has enlightened our department to consider other avenues to address this complex and multi-faceted issue of opioid addiction.

It should be noted that continued reductions in public safety funding will have damaging results. FYE 2017 saw increased incidents of gun violence in Groton including one high-profile homicide. Our officers have **conducted 6 death investigations that resulted from overdoses** while an increase in sex crimes and human trafficking cases was also observed. Of these death investigations, (3) cases have resulted in arrests and federal prosecution of the dealers. This reactionary approach will not make a lasting impact on the root cause of these problems. Only effective community engagement, through a functioning community policing program, will achieve long-term results. We now find ourselves maintaining basic patrol structure and other core policing tasks, but not expanding into areas that could have a positive impact in the community.

The impact of reductions has also forced the department to extend the service life of equipment beyond its life span. Due to failures, we have been forced to incur additional expenses to replace items (office equipment including copiers, etc.). We also have put off other technology improvements to remain within constraints (e.g. body worn cameras, LPRs, e-ticket). Furthermore, due to shortages, we have eliminated the dedicated Traffic Unit, not yet replaced the department's third K9 team and our ability to maintain important professional development opportunities such as temporary assignments to Detectives, Special Services, the RCETF and Superior Court. We have also identified a need for supervisory training at the command staff, middle management and first-line supervisor levels.

Again, our once vibrant and exemplary Community Policing program is for all practical purposes, defunct. Officers, when not otherwise engaged in patrol activities such as traffic enforcement, calls for service and investigations, use sub stations in Navy Housing, Mystic and Poquonnock Bridge. This results in a very positive reaction from the community, but should not be confused with an actual program. Our goal is to restore this program.

In addition, **municipalities are now experiencing a shifting of cost for some activities from the State**. In 2017, the State of Connecticut notified cities and towns that costs associated with some post-mortem exams and the disposal of human remains would be the burden of the town. We have recently been notified that POST-C (Police Academy) **fees will be increased by 25%.** Additionally, we have increased expenses associated with investigating overdoses and purchasing of NARCAN and testing equipment that provides additional protection to limit our officer's exposure to the associated toxins.

Within the town, we continue to discuss partnering with other law enforcement agencies – as we have with the RCETF – and have worked with other components of Town operations – like Emergency Communications – to use existing assets to address shortcomings. However, assessments of our radio infrastructure had identified need to repair and or replace significant portions of the system and associated equipment. Meanwhile, we are continuing our efforts and remain open to increasing the inter-operations within Groton as well as with surrounding communities which may provide savings through economies of scale, while also enhancing the effectiveness of law enforcement and public safety throughout all of Groton.

Cost Center 0 – Leadership & General Support

- Update Police Department policies to comply with changing laws and best practices while continuing to pursue accreditation.
- Attend various local and intergovernmental meetings, including Town Council, RTM, Planning, Ledge Light Health District. Emergency Communications Users, IT Steering Committee, Connecticut Police Chiefs Association, GASP, Law Enforcement of SE CT, Youth Services Advisory Board and Traffic Authority meetings.
- Plan, organize, and *direct* the personnel of the Police Department to maintain an appropriate level of public safety in the Town of Groton.
- Encourage interaction between the youth of the community and the police through crime prevention and education.
- Retrieve accurate information in a timely fashion, and communicate it to the various segments of the Department.
- Lend administrative and clerical support to the Chief, Deputy Chief and Captain.
- Schedule use of training room and conference room for police and town government groups, maintain inventory of office supplies and forms for the entire department, process accounts payable, produce monthly management reports, prepare agenda and take minutes for Traffic Authority.
- Record and file all data associated with police activity, and enter all pertinent information into computer database and respond promptly to all requests for police records and statistics.
- Process pistol permit applications, conduct background checks, issue shellfishing, raffle, soliciting and vending permits, and make copies of reports for the public.
- Transmit proper paperwork to court on criminal and motor vehicle arrests; produce statistical data for budget preparation and detailed monthly statistics pertaining to patrol activity. Submit monthly NIBRS and Law Enforcement Officers Killed or Assaulted statistics to the State of Connecticut.
- Enter and maintain all warrants, both written and electronic.

FUNCTION ACTIVITIES:

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Shellfish permits issued	740	700	700
Pistol Permits	169	197	180
Vendor Permits	26	26	26
Applicant Fingerprints	536	420	400
Background Checks	318	264	250

Cost Center 1 – Training

- Assure police officers receive recertification training as required by law.
- Provide on-going training to police and other staff members on various aspects of police work and duties.
- Conduct background investigations for new officers.
- Provide oversight of the Field Training Program for new officers.
- Conduct recruitment and selection process for all patrol officer candidates.
- Assist with coordination of professional development and training for supervisory staff.

Cost Center 2 – Special Services Bureau

- Investigate major crimes including: physical and sexual abuse of children; sexual assaults; and elder abuse.
- Monitor Sex Offenders registered in Groton and arrest violators of the registry.

- Representative/liaison to Juvenile Review Board, TRIAD, Groton Adolescence and Substance Prevention Program, Southeastern Regional Action Council, Youth Advisory Council, Groton Children's First, and Tobacco Compliance with Department of Mental Health and Addiction Services.
- Provide safety and decision making education to fifth graders in the seven elementary schools in the town's school system.
- Serve as a liaison to schools in town, including attending school safety meetings.
- School Resource Officer assigned to Fitch High School.
- Conduct child safety programs, bicycle rodeos, Amber Alert events and safety talks to children of all ages.
- Provide car seat safety inspections/installations for caregivers.
- Plan and coordinate the Groton Citizens Police Academy as well as citizen Ride-a-Longs with officers.

FUNCTION ACTIVITIES:

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Physical/Sex Assault of Children / Sex Assault of Adult Inv.	21/7	26/8	25/8
School Resource Officer (SRO) Cases / Arrests	55/15	45/12	50/15
Community Education $ Safety Programs	26	26	27
Instruct 5th Graders on Safety and Decision Making (encompasses all 5th grade students)	198	198	198
School Visits	96	110	112
Community Oriented Meetings	24	27	25
Forensic Interviews of Children	23	25	24
Maintain Sex Offender Registry	15	13	16

Cost Center 3 – Patrol

- Investigate and deter crime, arrest violators, and enforce federal and state law and town ordinances.
- Conduct motor vehicle enforcement.
- Submit payrolls to administration for review.
- Provide overall responsibility for criminal case management.
- Improve efficiency of the patrol force by reviewing methods of patrol with community policing in mind.
- Maintain equipment for the Patrol Division.
- Respond to all calls for service.
- Respond to emergency calls within four minutes 70% of the time.
- Investigate accidents, issue summonses, and written warnings.

FUNCTION ACTIVITIES:

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Calls for Service from the community	25,495	23,070	25,000
Motor Vehicle Crash Investigations	631	716	715
Private Property Collisions	190	196	195
Criminal Arrests	731	744	750
Motor Vehicle Enforcement (summons/infractions/warnings)	4,855	2,832	3,843
DUI Roadblocks	2	2	2

Cost Center 4 – Assembly Safety

- Police coverage for parades and Groton Community Events.
- Police coverage at all other assembly gatherings where safety is a concern.

Cost Center 5 – Alcohol Enforcement

- Through the use of periodic road blocks and extra drunk driving patrols throughout the year, reduce the amount of DUI and related accidents.

Cost Center 6 – Police Canine

- Patrol up to 80 hours of each week.
- Track suspects or missing persons, conduct area searches, building searches, drug searches, and article searches, provide police K9 back up and participate in community public relations events.

Cost Center 8 – Criminal Investigations/Evidence

- Manage and direct Detectives. Participate in and coordinate activities of RCETF.
- Review procedures and policies to insure that existing methods of preliminary investigation, case assignment, and follow-up are achieving maximum results.
- Maintain equipment for the Detective Division.
- Investigate major crimes, including among others: assaults, untimely deaths, homicides, robberies.
- Seek to improve the crime clearance rate.
- Investigate/process bad checks cases and investigate/process burglaries.
- Work with the drug task force on narcotics cases, and assist the task force in preparation and execution of Search and Seizure warrants.

FUNCTION ACTIVITIES:

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Detective Division Criminal Investigations / Search Warrants / Ex Parte Warrants / Polygraphs	59/20/10/5	56/24/10/16	58/22/10/16
Drug Arrests	114	208	161
Drug Search & Seizure Warrants	5	6	6
Drug Investigations	29	106	100
Drug Vehicle / Gun Seizures	19/2	8/6	10/4

Cost Center 9 – Animal Control

- Investigate animal complaints in the entire Town of Groton including the U.S. Submarine Base.
- Make arrests when necessary and issue infractions for violations.
- Impound stray animals.
- Redeem or adopt out animals.
- Conduct outreach, explaining the need for licensing and vaccination of animals.
- Handle citizen concerns. The ACO's spend much of their time educating the public, rather than taking enforcement action.
- Coordinate canine and feline investigations with state dog warden.
- Coordinate efforts to conduct town-wide educational campaign for licensing of animals, vaccinations against rabies, and personal safety around animals.
- Work with the Ledge Light Health District on cases related to rabies.
- Continue educating public on Rabies and the PAWZ dog bite prevention program.

FUNCTION ACTIVITIES:

	Actual FYE 2016	Estimate FYE 2017	Anticipated FYE 2018
Investigation of Canine / Feline Bites / Other	90/20/0	86/30/2	88/25/2
Capture & impoundments Canine / Feline/ Other	187/204/7	194/148/10	190/175/10
Total Animal Related Investigations	1389	1316	1350
Animal Care & Safety Presentations	3	4	4

POLICE DEPARTMENT CATAGORIES OF TOP TEN CALLS FOR SERVICE

Traffic Stop	5,037
EMS-Medical Call	2,230
Admin Assignment	1,860
Animal Complaint	1,281
Suspicious Activity	1,157
Complaint	988
Alarm Activation	1,045
MVA	985
Fire	713
Well Being Check	673
Total Top Ten	17,001
Total Calls for Service	25,495

Most frequent calls for service, 07/01/15-06/30/16

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PUBLIC SAFETY
DEPARTMENT: POLICE
FUNCTION: PUBLIC SAFETY 1024

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	6,029,728	6,204,969	6,241,663	6,481,530	6,228,105	6,228,105	6,161,216
Operating Expenses	597,172	457,388	461,661	477,469	460,759	460,759	460,759
Total Appropriation	$6,626,900	$6,662,357	$6,703,324	$6,958,999	$6,688,864	$6,688,864	$6,621,975
COST CENTERS							
10240 LEADERSHIP/GEN SUPPO	589,200	632,540	589,021	627,094	624,094	624,094	624,094
10241 TRAINING	157,996	212,574	180,523	210,690	210,690	210,690	210,690
10242 YOUTH BUREAU	335,499	360,083	359,387	364,739	364,739	364,739	364,739
10243 PATROL	4,765,101	4,649,857	4,822,235	4,919,913	4,653,778	4,653,778	4,586,889
10244 ASSEMBLY SAFETY	34,161	38,347	34,626	39,114	39,114	39,114	39,114
10245 ALCOHOL ENFORCEMENT	1,329	11,237	13,119	12,127	12,127	12,127	12,127
10246 POLICE CANINE	41,377	50,525	39,648	51,323	51,323	51,323	51,323
10248 CRIMINAL INVEST/EVID	572,155	571,916	513,810	575,186	575,186	575,186	575,186
10249 ANIMAL CONTROL	130,082	135,278	150,955	158,813	157,813	157,813	157,813
Total Cost Centers	$6,626,900	$6,662,357	$6,703,324	$6,958,999	$6,688,864	$6,688,864	$6,621,975
FINANCING PLAN							
OTHER LICENSES/PERMITS	12,955	13,546	14,800	14,000	14,000	14,000	14,000
COURT FINES	22,898	18,250	15,000	15,000	15,000	15,000	15,000
PARKING TICKETS	360	1,500	360	350	350	350	350
ACCIDENT REPORTS	3,698	3,950	3,650	4,000	4,000	4,000	4,000
MISC-UNCLASSIFIED	1	0	0	0	0	0	0
ANIMAL CONTROL FEES	3,945	4,150	3,500	4,000	4,000	4,000	4,000
PAYMENTS FROM OTHER FUNDS	27,107	0	0	0	0	0	0
GENERAL FUND	6,555,936	6,620,961	6,666,014	6,921,649	6,651,514	6,651,514	6,584,625
Total Financing Plan	$6,626,900	$6,662,357	$6,703,324	$6,958,999	$6,688,864	$6,688,864	$6,621,975

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PUBLIC SAFETY
DEPARTMENT: POLICE
FUNCTION: PUBLIC SAFETY 1024

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	4,687,343	5,170,012	4,886,763	5,134,587	5,134,587	5,134,587	5,134,587
5102 PART TIME PERSONNEL	54,284	81,200	47,619	48,882	48,882	48,882	48,882
5104 OVERTIME PAY	351,428	445,247	401,647	449,159	409,159	409,159	409,159
5105 LONGEVITY PAY	23,935	26,600	23,760	26,205	26,205	26,205	26,205
5106 COLLEGE INCENTIVE PA	90,459	103,640	94,920	103,777	103,777	103,777	103,777
5107 SHIFT REPLACEMENT OT	382,460	321,232	449,354	397,338	387,338	387,338	387,338
5109 SALARY ADJUSTMENTS	118,760	(265,111)	45,801	0	(200,000)	(200,000)	(266,889)
5111 PREMIUM PAY/OUT OF C	79,937	67,020	66,635	68,168	68,168	68,168	68,168
5112 SICK INCENTIVE	31,312	37,262	35,480	38,009	38,009	38,009	38,009
5115 SHIFT PREMIUM	66,992	79,288	67,510	79,288	79,288	79,288	79,288
5116 WAGE CONTINUATION	21,622	0	0	0	0	0	0
5117 ALLOWANCES	23,400	28,425	23,796	28,425	25,000	25,000	25,000
5151 SOCIAL SECURITY	97,796	110,154	98,378	107,692	107,692	107,692	107,692
Total Personnel Services	$6,029,728	$6,204,969	$6,241,663	$6,481,530	$6,228,105	$6,228,105	$6,161,216
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	8,408	7,850	7,762	8,450	8,450	8,450	8,450
5210 PROFESS DEVELOP/TRAI	27,404	31,500	32,712	41,050	35,050	35,050	35,050
5220 UTILITIES/FUEL/MILEA	44,391	36,050	35,311	36,180	36,180	36,180	36,180
5260 REPAIRS & MAINT-FAC/	19,810	20,994	19,049	20,994	20,994	20,994	20,994
5261 SOFTWARE MAINT FEES	1,995	0	0	0	0	0	0
5281 OCCUPATIONAL HEALTH	1,940	5,450	4,635	5,710	4,000	4,000	4,000
5290 PROFESS/TECHNICAL SE	47,314	60,272	61,936	60,272	55,272	55,272	55,272
5300 MATERIALS & SUPPLIES	98,384	104,027	109,661	113,097	109,097	109,097	109,097
5310 VEHICLE OPER/MAINT	1,317	3,000	2,350	3,000	3,000	3,000	3,000
5315 VEHICLE REPLACEMENT	52,880	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	76,834	73,975	73,975	73,000	73,000	73,000	73,000
5317 VEHICLE FUEL	168,775	114,270	114,270	115,716	115,716	115,716	115,716
5318 COMPUTER REPLMNT FEE	9,481	0	0	0	0	0	0
5400 EQUIP/MACHINRY& FURN	36,195	0	0	0	0	0	0
5410 COMPUTER EQUIPMENT	2,044	0	0	0	0	0	0
Total Operating Expenses	$597,172	$457,388	$461,661	$477,469	$460,759	$460,759	$460,759
GRAND TOTAL	$6,626,900	$6,662,357	$6,703,324	$6,958,999	$6,688,864	$6,688,864	$6,621,975

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PUBLIC SAFETY
DEPARTMENT: POLICE
FUNCTION: PUBLIC SAFETY 1024

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
CHIEF OF POLICE	1.00	1.00	1.00	1.00	1.00	1.00
DEPUTY CHIEF	1.00	1.00	1.00	1.00	1.00	1.00
POLICE CAPTAIN	1.00	1.00	1.00	1.00	1.00	1.00
POLICE LIEUTENANT	4.00	4.00	4.00	4.00	4.00	4.00
DETECTIVE LIEUTENANT	1.00	1.00	1.00	1.00	1.00	1.00
PATROL SERGEANT	9.00	9.00	9.00	9.00	9.00	9.00
PATROL OFFICER	41.00	41.00	41.00	41.00	41.00	41.00
DETECTIVE	5.00	5.00	5.00	5.00	5.00	5.00
YOUTH OFFICER	4.00	4.00	4.00	4.00	4.00	4.00
ANIMAL CONTROL OFFICER	1.00	1.00	1.00	1.00	1.00	1.00
ASST. ANIMAL CONTROL OFCR	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (40)	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE ASST. III (40)	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	73.00	73.00	73.00	73.00	73.00	73.00
FTE SALARIES & WAGES						
CHIEF OF POLICE	120,000	120,000	120,000	120,000	120,000	120,000
DEPUTY CHIEF	97,790	98,500	98,500	98,500	98,500	98,500
POLICE CAPTAIN	96,794	96,794	96,794	96,794	96,794	96,794
POLICE LIEUTENANT	338,584	280,517	345,197	345,197	345,197	345,197
DETECTIVE LIEUTENANT	85,975	86,631	86,299	86,299	86,299	86,299
PATROL SERGEANT	726,283	710,998	718,286	718,286	718,286	718,286
PATROL OFFICER	2,730,368	2,608,586	2,691,200	2,691,200	2,691,200	2,691,200
DETECTIVE	367,446	314,035	369,096	369,096	369,096	369,096
YOUTH OFFICER	293,957	296,129	295,277	295,277	295,277	295,277
ANIMAL CONTROL OFFICER	52,826	53,392	55,314	55,314	55,314	55,314
ASST. ANIMAL CONTROL OFCR	46,604	50,224	52,027	52,027	52,027	52,027
OFFICE ASSISTANT II (40)	156,945	114,518	150,376	150,376	150,376	150,376
OFFICE ASST. III (40)	56,439	56,439	56,222	56,222	56,222	56,222
Total FTE Salaries & Wages	$5,170,012	$4,886,763	$5,134,588	$5,134,588	$5,134,588	$5,134,588

PUBLIC WORKS #1035

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced this function by $208,610 and the RTM sustained this action. The overall decrease in this budget is $299,813 or 5.0%. Personnel Services are down $172,586 and operating expenses are down $127,227.

The department will incorporate the goals set by the elected representatives while employing the industry's best practices. To accomplish this task, Public Works relies heavily on its workforce to uphold its responsibility to represent the public interest in infrastructure management and construction.

History

- In FYE 08, the Public Works Budget was 6.7% of the Adopted General Fund Budget. In FYE 17 the Department stands at 4.9%.
- From a high of $7,747,710 Adopted Budget in FYE 09 to the current FYE 17 Adopted Budget of $6,009,910, a reduction of $1,737,800.
- In general, line items 5260 and 5300 identify our maintenance and repair effort and activities. From FYE 08, the accumulative reductions in both of these line items amount to $841,601 from the Department request.
- From 1991 to present, 40 full time positions have been eliminated by not filling open positions and lay-offs. The Department is at the same staffing level that we experienced in FYE 74. Some of the work has been contracted out, services have been eliminated and other tasks' performance levels reduced.

Impact of FYE 2017 Budget Reductions

- In general, impacts of the reduced FYE 17 budget will be gradual, not abrupt as would happen if one closed a facility or eliminated a service.
- There are delays in responding to citizen concerns. Reduction of the administrative personnel resulted in the loss of personnel that were assigned to handle the citizen concerns. Many of the issues are not simple. The Department expects the response will increase as stresses from the upcoming school project, City/Town Public Works issues and the computer initiative take away personnel who handle the citizen concerns.
- The majority of the reductions occurred to services provided to the Outside Agencies. They will need to pick up the service that was eliminated. The impact of these reductions may surface when those Agencies prepare their budgets and request funding from the Town.
- The impact of not hiring a grants writer is unknown. How do we know what we are missing if we have not looked into what we are missing?
- The Department reviewed its vehicle usage and reduced the fleet assigned by 2 staff vehicles for FYE 18.
- The FYE 17 1035 adopted personnel budget included 48.25 positions. The staff reduction of the Assistant Director of Public Works and Equipment Mechanic were made to offset the cuts to the FYE17 budget. Although not funded for any portion of FYE18, both employees were not laid off until well into the second quarter of FYE 17. The wages are reflected in the 2017 estimate columns.
- The Department is no longer loading wood chips or compost into residents' vehicles. It is still being offered for free, but residents must load it themselves.
- Salts cans were not placed roadside this year.
- Street tree stumps are not being removed. The tree is cut as close to the ground as practicable.
- Litter removal, once programmed, is now as time allows.
- The following authorized positons were eliminated as part of the FYE17 reduction and do not appear in the FTE count for either FYE 17 or 18:
    - Grant Writer
    - Office Assistant II
    - Solid Waste Inspector
    - Maintainer Roads and Streets

Impact of Town Manager's Decrease ($247,581)

The Town Manager's reductions of $247,581 will require the Department to curtail services to our permanent facility's and eliminate services or closure of the seasonal facilities that are used by other Departments and organizations but maintained and operated by the Public Works Department. The focus for our permanent facilities will be to key

mechanical, electrical, plumbing, building envelope and safety systems. Custodial services which are contracted will be reduced in all areas. Toilet facilities will be cleaned once a day, eliminating a second daily check of those that are heavily used. Carpet cleaning will be eliminated as well as general floor maintenance Waste removal from all areas to outside dumpsters will be weekly instead of 3 times a week. Custodial Services will be eliminated for the seasonal buildings. Esker Point Beach Bathhouse, Sutton Park (rear) snack shop toilets will be closed. Port- a Cans will be installed to service those areas. Custodial work at the Par 4 Toilets will be removed from the Department's budget and the costs assigned to Parks and Recreation or the restaurant.

Reductions also were programmed for Roads and Streets Division with a reduction in the account for street signs. The Manual of Uniform Traffic Control Devices states the regulatory signs must be maintained to a certain factor of reflectiveness. Reduction in the maintenance of these signs to that standard may increase the risk of awards due to litigation.

Street tree maintenance will again be ½ of what the minimum funding should be. Thus, tree removal will be based on a risk assessment where the impact to the surrounding area will be determined based on the tree's damage or injury. If it is minor, the tree will not be removed. It is less expensive to cut up a tree once it is down, then to take it down. Those with a high risk will be assigned a priority number and contracted to be removed.

Because of the last several years of reductions to the Department, discussions must take place this year concerning the Department's responsibility to fund utilities for the recreation fields at Poquonnock Plains and other areas. Sport groups and Board of Education use these fields. While the Department supports these programs, the reductions in the budget require an alternate source of funding for the utilities.

The Department must program funds for both William Seely and Fitch Middle School. Fitch Middle School will have completed the first phase of a two phase project to address Life Safety deficiencies. The second phase of funding is being requested in the FYE 18 CIP. If approved, Fitch Middle would be ready to transfer the recreation programs from Seely to Fitch by June 2018 (earliest). At the completion of the transfer, Seely will be decommissioned. Fitch Middle will require additional funding for modifications to accept additional occupants or expanded recreation programs. Only work that involves safety related issues for Seely will be completed.

Impact of the Town Council and RTM reductions:

Seasonal Facilities:
Public Works will actively reduce the maintenance and support to the seasonal facilities, reducing the utilities/cleaning for the seasonal facilities listed below:

- Burrows Field Little League Field and Concession Stand (South Road)
- Esker Point Beach Bath House
- Farquhar Park Basketball Court (RT 117)
- Poquonnock Plains Park Field and Concession Stand
- Sutton Park (Little League, Pavilions, Security Lighting, Concession)

Permanent Facilities:

- Cleaning schedules and tasks will be reduced by 30%

Street Lighting:
The Department has completed the conversion from High Pressure Sodium Lighting to LED Lighting in the Eversource franchise area. In September of 2015, the Town had started the discussion with GU to convert the streetlights they own to LED. As of this date, the Town does not have a schedule but will reduce the funding for street lighting to reflect a full year of savings for those lights in the GU franchise area.

Overtime Snow:

- Clear public sidewalks assigned to the Department on regular time, the next regularly scheduled work day (no overtime)

The balance of the reduction will be placed in 10350 5109 line item. This has been where the previous year's budget reductions have been placed. The Department will monitor the entire function budget line items throughout the year to assign the reductions by hundreds of small cuts.

Cost Center 0 – Leadership & General Support

Provides efficient support to all operating divisions of the Public Works Department by providing oversight and direction to staff, setting and enforcing policies, managing human resource matters, staff development and training, budget development and control, and fiscal management to ensure services are being provided effectively and efficiently.

As the fiscal arm of the department, develops information/clarification on our submitted budget and 4th quarter transfers/supplemental appropriation requests and consults with Purchasing Agent to ensure compliance with Town purchasing procedures.

Staff collaborates with Town Treasurer/Accounting Manager on financial issues such as project budgets and projected cash flows. Staff is also responsible for the preparation of and the resolution of various payrolls, requisition and accounts payable issues.

Cost Center 1 – Engineering

Engineering ensures citizen safety and high quality of life by providing properly designed, constructed and inspected public facilities and right-of-way infrastructure. It also supports other Town departments when undertaking capital improvement projects and site plan reviews.

The Engineering Division also provides answers to questions from our residents pertaining to the location, and identifying in the field, the Town's property line, drainage locations, answers to whether the tree in front of their property is the responsibility of the Town and in limited cases will provide information on private property survey issues.

Other primary duties of the division are:

- Develops, awards and administers public works construction and professional services contracts
- Assists in assuring compliance with department and Town standards for Site and Subdivision development
- Monitors easements and land acquisition for public use
- Prepares technical reports on public infrastructure

Cost Center 2 – Public Buildings

- This Division provides ongoing maintenance, repair and custodial services for over thirty-nine (39) Town-owned buildings and structures, totaling 402,060 sf, down from 440,600, allowing Town employees, Groton residents, and the general public to have access to clean and safe public buildings. The Division ensures the efficient operation of facilities, provides after hour emergency support, and supports building automation and utility management.
- Of the two rounds of interior facilities lighting projects, only the first one has paid off the capital costs. The second project, in the Groton Utilities service area, is expected to have the capital cost paid off in February of 2019.

Cost Center 5 – Roads & Streets

This Division is dedicated to enhancing the citizen's quality of life by maintaining, repairing and replacing streets and other related infrastructure. The Division is responsible for the installation, maintenance, repair and revitalization of streets, bridges, retaining walls, guardrails, tree trimming and mowing within the right-of-way, traffic signs and markings, traffic signals, graffiti removal, street sweeping and snow removal from streets within the Town's jurisdiction.

The Division's is responsible for:

- 187 lane miles of roadway.
- Installation, repair and preventative maintenance of traffic signals (5), street name signs (1,500) and regulatory signs (3,408).
- Maintaining traffic, pavement and curb markings.
- Maintaining the right of way, including asphalt pavement, asphalt and concrete curbs and sidewalks involving patching and replacement.
- Sweeping of streets and parking lots.
- Repairing and maintaining storm drainage system consisting of 914 outfalls of which 82 discharge to impaired waters, 81 miles of pipe and 4,014 catch basins.
- Providing support to other departments for special maintenance requests.

Cost Center 6 – Snow & Ice Control

"Winter operations are at best an emergency and at the worst, a disaster" (Handbook of Municipal Administrative and Engineering, William S. Foster, Editor 1978)

A major snowstorm can stop business, hinder emergency operations, and place pedestrians and motorists in harm's way. Even with excellent information, budgeting for snow removal can be difficult. Winters and snow levels vary widely. To minimize the impact of a major snow year on the Department's budget, we budget by looking back at the past 5 years, throwing out the high and low and averaging the 3 remaining years. Our goals are to clear all roads in a timely matter to get emergency services to where they are needed, keep schools open and reduce traffic accidents and injuries.

These goals are accomplished by our policy to have bare pavement in travel lanes before release from the storm (min, max push back to gutter for snow melt), 8 miles per route, 100 minutes per route and sidewalks cleared the next day.

Snow removal for Mumford Cove Association was eliminated In FYE 2017. Thus, there will be no revenues for that service in the FYE 17 (actual) or FYE 18 budget (projected).

- Provides materials and overtime for Parks Maintenance personnel to clear walks around town facilities.
- Provides services to 95.21 centerline miles of road and 3 schools (Cutler, Fitch High School, Kolnaski).
- Clears parking lots totaling 1,564,176 square feet or 39 acres of paved surface.

Cost Center 7 – Street Lighting

The Town owns all of the streetlights in the Eversource area of service. In this service area, the Department is responsible not only for the electricity, but also for the maintenance of the streetlights. In the Groton Utilities service area, the utility owns the streetlights and is responsible for the maintenance. Thus, only the electricity for the operation of these lights is funded

- The conversion of streetlights from high pressure sodium (HPS) to LED in the Eversource area (1,100 units) is scheduled to be completed by May 2017. Although the energy costs will decrease by an estimated 70%, the Department must pick up the repayment of the loan for the capital equipment and installation over the next four years. The streetlight budget submitted is based on the rates for energy and loan repayment in the Eversource service area.
- The streetlights in the Groton Utilities service area (1,400) have not been converted over to LED and there is no schedule from Groton Utilities as to when the Town could anticipate this being completed. The streetlight budget submitted is based on the rates for HPS in the Groton Utilities service area.
- Includes projected savings due to the LED conversion of the streetlights that is projected to be completed in May 2017.
- Includes Power Purchase Agreement changing mid-fiscal year from TransCanada to Constellation for generation costs.
- Includes costs of streetlights for Mumford Cove, but not for the City and Groton Long Point.

Cost Center 8 – Post Closure Maintenance

The closure and post-closure care requirements for municipal solid waste landfills (MSWLFs) establish the minimum requirements with which MSWLF owner/operators must comply once the landfill stops receiving waste and begins closure. Owner/operators also are required to continue monitoring and maintaining the landfill once it is closed to protect against the release of hazardous constituents to the environment.

Post-closure care activities consist of monitoring and maintaining the waste containment systems and monitoring groundwater to ensure that waste is not escaping and polluting the surrounding environment. The required post-closure care period is 30 years from site closure, but this can be shortened or extended by the director of an approved state program as necessary to ensure protection of human health and the environment.

Specific post-closure care requirements consist of maintaining the integrity and effectiveness of the:

- Final Cover System
- Leachate Collection System
- Groundwater Monitoring System
- Methane Gas Monitoring System

Any use of the land during this period must not disturb the integrity or operation of any of the waste containment systems or the monitoring systems.

Groton has 76 acres at two sites that contain three separate landfills. Welles Road contains bulky (construction) waste while Flanders Road has both a bulky waste and a municipal waste landfill.

Welles Road Consent Order for Closure requires actions by the Town. In February of 2017, staff will be meeting with DEEP to submit our Zone of Influence study. This study was conducted as a requirement to determine if the Welles Road Landfill leachate has impacted the surrounding area. The report concluded that the landfill leachate is not impacting the private wells and the Town will be requesting the Consent Order be closed. We will know after this meeting if funds need to be programmed for FYE 18 in order to close out the Consent Order. The Connecticut Department of Energy and Environmental Protection has not made a determination on this Consent Order.

Cost Center 9 – Residential Transfer Station

The Flanders Road site is comprised of about 167 acres of which about 6 acres are allocated for the transfer station.

The transfer station site is designed to maintain a smooth traffic flow pattern, increase the sorting area for bulky wastes, and allow better sorting of additional wastes. Brush and yard waste, leaves, appliances and scrap metal are separated in the outdoor materials storage area. Jersey barriers are used to allow flexible sizes of the areas separating the various types of materials and wastes. Sizes of the storage areas can be adjusted with seasonal fluctuations in quantity of materials dropped off.

The site includes a two-story office building with the bottom floor used for consumer electronics and fluorescent light bulb collection and storage, a building for waste oil, oil filter, and antifreeze, and a material storage area.

Department is recommending the Town join the State's mattresses recycling program. A Product Stewardship Program established by Public Act 13-42 required mattress manufactures to establish a program to manage unwanted mattresses generated in the State. Free to the Town, it will require the Town to enter into an agreement and stage containers at the Transfer Station. The Town will be able to change its fee structure allowing mattress disposal to be free instead of $20/unit.

Rates will not be changing for access to the Transfer Station as the rates for disposal have not been increased.

Southeastern Connecticut Regional Resources Recovery Authority (SCRRRA) will continue to cover the costs of the removal and disposal of several items collected at all member town transfer stations. These items include:

- Freon removal
- Tires
- Brush chipping
- Propane Tank Removal
- Fluorescent Bulbs
- Household Hazardous Waste
- Electronics
- Used Motor Oil, Filters and Antifreeze

Cost Center A – Fleet Maintenance

The Fleet staff makes repairs to all Town owned light vehicles, heavy equipment and construction equipment, including Police vehicles, so that staff can operate programs and provide services at a level of optimum effectiveness and efficiency. The division also maintains vehicles from the Board of Education.

The staff in this division delivers vehicle management services to over 202 Town of Groton vehicles and equipment units with a replacement value of $11,709,584. It also provides fuel management and enforcement of vehicle rules and regulations.

Support to Outside Agencies for vehicle repair was reduced in the FYE 17 budget. Thus, there will be lower revenues for those services in the FYE 17 (actual) and FYE 18 budget (projected).

Cost Center B – Vacated School Structures

This cost center programs funds to provide for operation of facilities (Groton Heights, William Seely and Fitch Middle) that are turned over to the Town from the Board of Education. Seely (entire building) and Fitch Middle (portion) are used by recreation and all costs for William Seely and Fitch Middle totaling 131,938 sf are assigned to this cost center. Parks and Recreation funds a portion of the utilities for William Seely.

The level service budget includes the additional responsibility of changing Fitch Middle School from a caretaker status to an operational status with the planned relocation of the recreation programs located at Seely. Fitch Middle's installation of the sprinklers and fire alarms will be completed this fiscal year. Funds are being requested in the FYE 18 CIP to complete the other Life Safety Code issues in order to make the building available for Parks and Recreation. All funds required to continue the operation of Seely for FYE 18 are also in the budget. It should be noted that we are operating Seely on one boiler. The second boiler was moved off-line due to leaking sections and the cost to repair those.

Cost Center C – Utilities

Provides funds for utilities (sewer, water, electricity, propane, natural gas and heating oil) for all general government facilities and parks and recreational areas excluding the Golf Course and Water Pollution Control Facility.

- Heating Oil pricing is locked for FYE 18.
- Generation Source is TransCanada ($.08485/kWh) until Jan 1, 2018 and then switches to Constellation ($.10591kWh).
- Assumes a 2% increase in either transmission generation or usage.
- The Department was directed to include budgeting for irrigation water for the Noank Gardens. This has been estimated to be $2,200. Although this will be billed back to the Noank Garden Club, it still must show as expenditure.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PUBLIC WORKS
DEPARTMENT: PUBLIC WORKS
FUNCTION: PUBLIC WORKS 1035

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	3,376,764	3,318,495	3,322,863	3,368,744	3,308,744	3,100,134	3,145,909
Operating Expenses	2,869,070	2,732,990	2,705,971	2,839,119	2,651,538	2,651,538	2,605,763
Total Appropriation	$6,245,834	$6,051,485	$6,028,834	$6,207,863	$5,960,282	$5,751,672	$5,751,672
COST CENTERS							
10350 LEADERSHIP/GEN SUPPT	530,534	417,597	558,347	562,001	501,251	292,641	341,416
10351 ENGINEERING	445,457	434,890	387,547	422,858	422,608	422,608	422,608
10352 PUBLIC BUILDINGS	987,508	1,097,123	1,025,141	1,199,012	1,092,181	1,092,181	1,092,181
10355 ROADS & STREETS	1,921,246	1,639,940	1,717,674	1,771,048	1,697,048	1,697,048	1,697,048
10356 SNOW/ICE CONTROL	267,297	285,096	284,947	273,730	273,730	273,730	270,730
10357 STREET LIGHTING	286,333	270,035	269,206	311,304	311,304	311,304	277,529
10358 POST CLOSURE MAINT/M	76,822	105,314	105,699	89,403	89,403	89,403	89,403
10359 RESIDENTIAL TRANSFER	428,469	390,795	392,071	407,042	405,292	405,292	405,292
1035A FLEET MAINTENANCE	523,248	530,426	454,161	431,365	427,865	427,865	427,865
1035B VACATED SCHOOL STRUC	104,153	202,941	146,941	135,410	134,910	134,910	134,910
1035C UTILITIES	674,767	677,328	687,100	604,690	604,690	604,690	592,690
Total Cost Centers	$6,245,834	$6,051,485	$6,028,834	$6,207,863	$5,960,282	$5,751,672	$5,751,672
FINANCING PLAN							
FEMA REIMBURSEMENT	14,772	0	0	0	0	0	0
MUNICIPAL PROJECT GRANT	1,242,507	1,240,819	1,240,819	0	0	0	0
HIGHWAY ILLUMINATION	1,812	1,619	1,619	1,619	1,619	1,619	1,619
TOWN HIGHWAY AID	380,167	380,167	381,016	381,016	381,016	381,016	381,016
SNOW/ICE CONTROL SVCS	26,105	32,467	11,166	16,000	16,000	16,000	16,000
MISC-UNCLASSIFIED	5,160	5,000	36,258	0	0	0	0
DISPOSAL FEES	145,005	130,000	132,000	130,000	130,000	130,000	130,000
LEASE FEES	132,097	124,236	124,236	124,236	124,236	124,236	124,236
GENERAL FUND	4,298,209	4,137,177	4,101,720	5,554,992	5,307,411	5,098,801	5,098,801
Total Financing Plan	$6,245,834	$6,051,485	$6,028,834	$6,207,863	$5,960,282	$5,751,672	$5,751,672

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

AREA OF SERVICE: PUBLIC WORKS
DEPARTMENT: PUBLIC WORKS
FUNCTION: PUBLIC WORKS 1035

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	2,883,721	3,048,102	2,838,173	2,896,824	2,896,824	2,896,824	2,896,824
5104 OVERTIME PAY	132,828	184,971	195,703	183,090	183,090	183,090	180,090
5105 LONGEVITY PAY	16,860	17,485	15,585	15,635	15,635	15,635	15,635
5109 SALARY ADJUSTMENTS	71,454	(207,077)	3,382	0	(60,000)	(268,610)	(128,965)
5111 PREMIUM PAY/OUT OF C	26,197	26,967	26,967	26,817	26,817	26,817	26,817
5112 SICK INCENTIVE	3,322	4,590	4,590	4,682	4,682	4,682	4,682
5116 WAGE CONTINUATION	762	0	0	0	0	0	0
5117 ALLOWANCES	10,229	14,241	14,041	13,743	13,743	13,743	13,743
5119 SALARY REIMBURSEMENT	0	(25,000)	(12,320)	(12,320)	(12,320)	(12,320)	(103,190)
5151 SOCIAL SECURITY	231,391	254,216	236,742	240,273	240,273	240,273	240,273
Total Personnel Services	$3,376,764	$3,318,495	$3,322,863	$3,368,744	$3,308,744	$3,100,134	$3,145,909
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	6,568	6,625	5,749	8,432	7,682	7,682	7,682
5210 PROFESS DEVELOP/TRAI	8,593	9,325	8,225	13,039	12,539	12,539	12,539
5220 UTILITIES/FUEL/MILEA	1,086,200	1,170,553	1,145,895	1,076,074	1,076,074	1,076,074	1,030,299
5230 PYMNTS/CONTRIBUTIONS	2,158	6,561	6,361	20,698	20,698	20,698	20,698
5260 REPAIRS & MAINT-FAC/	120,095	156,963	152,318	221,915	156,915	156,915	156,915
5261 SOFTWARE MAINT FEES	3,610	6,908	6,908	8,437	8,437	8,437	8,437
5281 OCCUPATIONAL HEALTH	48,766	66,832	64,885	77,292	72,292	72,292	72,292
5289 INSURANCE CLAIM PAYM	48	0	0	0	0	0	0
5290 PROFESS/TECHNICAL SE	574,008	621,761	618,168	652,005	617,174	617,174	617,174
5300 MATERIALS & SUPPLIES	351,132	268,186	278,106	286,509	271,509	271,509	271,509
5310 VEHICLE OPER/MAINT	639	0	0	0	0	0	0
5315 VEHICLE REPLACEMENT	110,548	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	271,809	266,900	266,900	264,625	264,625	264,625	264,625
5317 VEHICLE FUEL	151,389	103,176	103,176	101,494	101,494	101,494	101,494
5318 COMPUTER REPLMNT FEE	4,469	0	0	0	0	0	0
5400 EQUIP/MACHINRY& FURN	123,227	49,200	49,200	108,599	42,099	42,099	42,099
5410 COMPUTER EQUIPMENT	5,811	0	80	0	0	0	0
Total Operating Expenses	$2,869,070	$2,732,990	$2,705,971	$2,839,119	$2,651,538	$2,651,538	$2,605,763
GRAND TOTAL	$6,245,834	$6,051,485	$6,028,834	$6,207,863	$5,960,282	$5,751,672	$5,751,672

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PUBLIC WORKS
DEPARTMENT: PUBLIC WORKS
FUNCTION: PUBLIC WORKS 1035

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR OF PUBLIC WORKS	0.75	0.75	0.75	0.75	0.75	0.75
ASSIST DIR PUBLIC WORKS	1.00	0.00	0.00	0.00	0.00	0.00
SUPER TECHNICAL SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SUSTAINABILITY PROJ/MANAG	1.00	1.00	1.00	1.00	1.00	1.00
SUPERVISOR, ADMIN PW	1.00	1.00	1.00	1.00	1.00	1.00
CIVIL ENGINEER PE	1.00	1.00	1.00	1.00	1.00	1.00
CIVIL ENGINEER	1.00	1.00	1.00	1.00	1.00	1.00
PROJECT MGMT SPECIALIST	2.00	2.00	2.00	2.00	2.00	2.00
ENGINEERING TECH II	1.00	1.00	1.00	1.00	1.00	1.00
INSPECTOR I	1.00	1.00	1.00	1.00	1.00	1.00
MATERIAL CONTROL SPEC	1.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT I	1.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT II	1.00	0.00	0.00	0.00	0.00	0.00
FINANCIAL ASST II 40 HRS	0.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	0.50	0.50	0.50	0.50	0.50	0.50
PUBLIC BLDG & FLEET SUPV	1.00	1.00	1.00	1.00	1.00	1.00
FOREMAN	3.00	3.00	3.00	3.00	3.00	3.00
PUBLIC WORKS SUPER R&S	1.00	1.00	1.00	1.00	1.00	1.00
FLOOR LEADER	1.00	1.00	1.00	1.00	1.00	1.00
EQUIPMENT MECHANIC	1.00	0.00	0.00	0.00	0.00	0.00
CHIEF EQUIPMENT MECHANIC	3.00	3.00	3.00	3.00	3.00	3.00
CERTIFIED MAINT TECH II	1.00	0.00	0.00	0.00	0.00	0.00
SKILLED BUILDING TECH	2.00	2.00	2.00	2.00	2.00	2.00
LANDFILL OPERATOR	1.00	1.00	1.00	1.00	1.00	1.00
HEAVY EQUIP OPERATOR	3.00	3.00	3.00	3.00	3.00	3.00
MAINTENANCE WORKER	1.00	2.00	2.00	2.00	2.00	2.00
MAINTAINER	1.00	1.00	1.00	1.00	1.00	1.00
EQUIPMENT OPERATOR	14.00	14.00	14.00	14.00	14.00	14.00
CUSTODIAN	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	48.25	46.25	46.25	46.25	46.25	46.25
FTE SALARIES & WAGES						
DIRECTOR OF PUBLIC WORKS	86,524	86,524	86,524	86,524	86,524	86,524
ASSIST DIR PUBLIC WORKS	89,250	24,029	0	0	0	0
SUPER TECHNICAL SERVICES	93,368	93,368	93,368	93,368	93,368	93,368
SUSTAINABILITY PROJ/MANAG	84,413	84,413	84,413	84,413	84,413	84,413
SUPERVISOR, ADMIN PW	68,580	68,580	68,580	68,580	68,580	68,580
CIVIL ENGINEER PE	85,229	85,229	85,229	85,229	85,229	85,229
CIVIL ENGINEER	60,985	63,449	64,703	64,703	64,703	64,703
PROJECT MGMT SPECIALIST	126,825	126,825	126,339	126,339	126,339	126,339
ENGINEERING TECH II	70,679	25,698	61,298	61,298	61,298	61,298
INSPECTOR I	65,292	65,292	56,638	56,638	56,638	56,638
MATERIAL CONTROL SPEC	58,715	47,242	58,490	58,490	58,490	58,490
FINANCIAL ASSISTANT I	43,848	41,263	46,012	46,012	46,012	46,012
FINANCIAL ASSISTANT II	51,753	0	0	0	0	0
FINANCIAL ASST II 40 HRS	0	58,715	58,490	58,490	58,490	58,490
OFFICE ASSISTANT II (35)	22,235	22,235	22,594	22,594	22,594	22,594
PUBLIC BLDG & FLEET SUPV	86,321	86,321	86,321	86,321	86,321	86,321
FOREMAN	194,056	194,056	194,056	194,056	194,056	194,056
PUBLIC WORKS SUPER R&S	82,969	82,969	82,969	82,969	82,969	82,969
FLOOR LEADER	73,051	74,876	74,589	74,589	74,589	74,589
EQUIPMENT MECHANIC	63,488	25,185	0	0	0	0
CHIEF EQUIPMENT MECHANIC	192,553	197,250	198,859	198,859	198,859	198,859
CERTIFIED MAINT TECH II	62,423	0	0	0	0	0
SKILLED BUILDING TECH	97,092	88,473	116,605	116,605	116,605	116,605
LANDFILL OPERATOR	63,488	65,083	64,834	64,834	64,834	64,834
HEAVY EQUIP OPERATOR	183,296	187,857	187,138	187,138	187,138	187,138

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PUBLIC WORKS
DEPARTMENT: PUBLIC WORKS
FUNCTION: PUBLIC WORKS 1035

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
MAINTENANCE WORKER	57,653	90,560	117,728	117,728	117,728	117,728
MAINTAINER	41,176	42,191	43,780	43,780	43,780	43,780
EQUIPMENT OPERATOR	750,808	755,744	762,733	762,733	762,733	762,733
CUSTODIAN	53,414	54,747	54,538	54,538	54,538	54,538
Total FTE Salaries & Wages	$3,009,482	$2,838,173	$2,896,825	$2,896,825	$2,896,825	$2,896,825

SEWER OPERATING #2020

HIGHLIGHTS & GOALS

Final FYE 2018 Budget Result: During budget deliberations, there were no changes made to this function. The overall increase in this budget is $917,681 or 15.1%. Personnel Services are up $68,831 and operating expenses are up $848,850.

- Finance reports that $640,636 is available for the FYE 18 operating budget and $176,704 for capital projects. FYE 17 balances for use were $538,124.20 and $818,617.86 respectively.
- Recommending a $1.50 increase in residential sewer use fees.
- Budget includes a 5315 Lease Fee of $40,706.
- Increase in personnel for additional maintainer position to work on collection system.
- Large increases in the line items 5290, 5300 and 5460 over last year due to less fund balance applied for Capital Improvements ($501,433 vs. $176,704) resulting in increased maintenance costs.

Cost Center 0 – Leadership & General Support

Responsible for ensuring compliance with State & Federal Permits and directing the 24-hour/365 days per year operation of the 7.5 million gallons per day treatment plant and its associated 22 pump stations and 136+ miles of collection system piping.

Cost Center 2 – Renewal & Replacement

Properly fund the replacement of existing equipment and collection system components. The WPCD has developed a ten-year capital improvement program to address the issues related to aging infrastructure and equipment and obsolescence. Increased funding has been provided this year to mitigate the effects of obsolete components and equipment associated with aging systems at the treatment plant and in the collection system.

Cost Center 3 – Waste Water Treatment

Operation and maintenance of the facilities, systems and equipment present at the waste water treatment plant. Management of the waste water treatment process from receipt of untreated influent through discharge of permit compliant, treated effluent and sludge disposal.

Cost Center 4 – Waste Water Collection

Operation and maintenance of the facilities, systems and equipment associated with the collection system piping and pump stations. Locate and repair clogs and broken piping. Manage nuisance odors and hydrogen sulfide present in the system. Clean, inspect, maintain and repair manholes and piping. Funds are included to procure new equipment to improve inspection, maintenance and repair of the collection system to ensure compliance with Environmental Protection Agency Capacity, Management, Operations and Maintenance (CMOM) requirements for waste water collection systems.

Cost Center 5 – Debt Service

Provides for repayment of principal and interest associated with the cost of the Fort Hill Homes rehabilitation project. Debt service for the project's fourth year payment is $462,787 as stated in the long term debt repayment schedule. Decreasing payments will continue annually until final payment is made in FYE 2029.

TOWN OF GROTON
FYE2018
Sewer Operating Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/16	FYE 2017 Principal Payment	FYE 2017 Interest Payment	FYE 2018 Principal Payment	FYE 2018 Interest Payment
2029	2,710,000.00	12/13/2011	18	Fort Hill Homes (refunding)	2,295,000.00	205,000.00	60,250.00	200,000.00	56,200.00
2028	2,020,000.00	3/12/2013	16	Fort Hill Homes (refunding)	1,855,000.00	160,000.00	51,387.50	160,000.00	46,587.50
				Totals	4,150,000.00	365,000.00	111,637.50	360,000.00	102,787.50

Debt Service Payment FYE 2018 through FYE2029
Fort Hill Homes Sewer Rehab

Function #20205-Sewer Operating			
FYE	**Principal**	**Interest**	**FYE Total**
2018	360,000.00	102,787.50	462,787.50
2019	355,000.00	94,037.50	449,037.50
2020	350,000.00	85,387.50	435,387.50
2021	350,000.00	76,550.00	426,550.00
2022	340,000.00	67,375.00	407,375.00
2023	335,000.00	57,712.50	392,712.50
2024	325,000.00	48,000.00	373,000.00
2025	325,000.00	38,631.25	363,631.25
2026	320,000.00	28,912.50	348,912.50
2027	310,000.00	18,993.75	328,993.75
2028	305,000.00	9,118.75	314,118.75
2029	110,000.00	2,062.50	112,062.50

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SEWER OPERATING 2020

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	2,106,846	2,107,669	2,073,267	2,135,294	2,176,500	2,176,500	2,176,500
Operating Expenses	3,972,110	3,968,968	3,955,147	4,931,825	4,817,818	4,817,818	4,817,818
Total Appropriation	$6,078,956	$6,076,637	$6,028,414	$7,067,119	$6,994,318	$6,994,318	$6,994,318
COST CENTERS							
20200 LEADERSHIP/GEN SUPPT	1,178,104	1,127,184	1,116,325	1,167,168	1,159,730	1,159,730	1,159,730
20202 RENEWAL & REPLACEMEN	709,929	758,068	708,243	1,600,105	1,600,105	1,600,105	1,600,105
20203 WASTE WATER TREATMEN	2,557,722	2,166,540	2,157,882	2,250,594	2,230,192	2,230,192	2,230,192
20204 WASTE WATER COLLECTI	1,142,588	1,547,707	1,568,826	1,586,464	1,541,503	1,541,503	1,541,503
20205 DEBT SERVICE	490,613	477,138	477,138	462,788	462,788	462,788	462,788
Total Cost Centers	$6,078,956	$6,076,637	$6,028,414	$7,067,119	$6,994,318	$6,994,318	$6,994,318
FINANCING PLAN							
INTEREST INCOME	1,869	1,200	2,250	2,500	2,500	2,500	2,500
SALE OF FIXED ASSETS	4,500	0	0	0	0	0	0
MISC-UNCLASSIFIED	35,150	0	1,492	0	0	0	0
SEWER USE CHARGES	6,006,143	6,003,004	6,000,000	6,639,532	6,639,532	6,639,532	6,639,532
FUND BALANCE APPLIED	31,294	72,433	24,672	425,087	352,286	352,286	352,286
Total Financing Plan	$6,078,956	$6,076,637	$6,028,414	$7,067,119	$6,994,318	$6,994,318	$6,994,318

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SEWER OPERATING 2020

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	1,175,928	1,281,383	1,220,339	1,267,392	1,298,077	1,298,077	1,298,077
5104 OVERTIME PAY	155,997	132,236	162,255	139,323	139,323	139,323	139,323
5105 LONGEVITY PAY	8,290	8,455	8,235	7,745	7,745	7,745	7,745
5109 SALARY ADJUSTMENTS	36,147	0	0	0	0	0	0
5111 PREMIUM PAY/OUT OF C	18,361	15,546	15,546	14,609	14,609	14,609	14,609
5112 SICK INCENTIVE	1,460	2,753	2,753	3,099	3,099	3,099	3,099
5116 WAGE CONTINUATION	2,239	0	0	0	0	0	0
5117 ALLOWANCES	3,939	2,200	2,200	2,500	2,500	2,500	2,500
5151 SOCIAL SECURITY	103,838	111,124	107,967	109,754	112,101	112,101	112,101
5152 RETIREMENT	115,592	112,887	112,887	125,960	130,221	130,221	130,221
5153 HEALTH INSURANCE	360,228	317,283	317,283	327,136	344,583	344,583	344,583
5155 WORKER'S COMP	26,629	43,360	43,360	48,867	43,514	43,514	43,514
5158 LIFE INSURANCE	2,300	2,317	2,317	1,320	1,390	1,390	1,390
5170 OTHER POSTEMPLOY BEN	95,898	78,125	78,125	87,589	79,338	79,338	79,338
Total Personnel Services	$2,106,846	$2,107,669	$2,073,267	$2,135,294	$2,176,500	$2,176,500	$2,176,500
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	1,800	610	433	900	900	900	900
5210 PROFESS DEVELOP/TRAI	19,399	17,966	18,512	10,410	10,410	10,410	10,410
5220 UTILITIES/FUEL/MILEA	626,653	681,263	711,056	688,435	676,435	676,435	676,435
5230 PYMNTS/CONTRIBUTIONS	572,568	507,794	520,981	525,197	525,197	525,197	525,197
5260 REPAIRS & MAINT-FAC/	252,690	180,662	228,534	223,343	163,343	163,343	163,343
5261 SOFTWARE MAINT FEES	19,228	20,084	20,084	20,509	20,509	20,509	20,509
5280 INSURANCE/RISK MGMT	56,015	66,468	63,703	63,827	65,520	65,520	65,520
5281 OCCUPATIONAL HEALTH	17,347	27,769	22,513	21,709	21,709	21,709	21,709
5290 PROFESS/TECHNICAL SE	684,214	633,860	651,795	733,650	719,550	719,550	719,550
5300 MATERIALS & SUPPLIES	396,576	318,208	302,708	369,519	345,519	345,519	345,519
5315 VEHICLE REPLACEMENT	40,608	37,172	37,172	40,706	40,706	40,706	40,706
5316 VEHICLE MAINT FEE	18,250	19,750	19,750	17,800	17,800	17,800	17,800
5317 VEHICLE FUEL	15,713	9,949	9,949	11,051	11,051	11,051	11,051
5318 COMPUTER REPLMNT FEE	1,309	0	0	1,783	1,783	1,783	1,783
5400 EQUIP/MACHINRY& FURN	90,127	453,677	354,221	333,190	333,190	333,190	333,190
5410 COMPUTER EQUIPMENT	0	5,400	5,400	7,700	2,100	2,100	2,100
5450 DEBT SERVICE	490,613	476,638	476,638	462,788	462,788	462,788	462,788
5460 RESERVE FUND/EQUIPME	669,000	501,433	501,433	1,369,000	1,369,000	1,369,000	1,369,000
5499 CONTINGENCY	0	10,265	10,265	30,308	30,308	30,308	30,308
Total Operating Expenses	$3,972,110	$3,968,968	$3,955,147	$4,931,825	$4,817,818	$4,817,818	$4,817,818
GRAND TOTAL	$6,078,956	$6,076,637	$6,028,414	$7,067,119	$6,994,318	$6,994,318	$6,994,318

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SEWER OPERATING 2020

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR OF PUBLIC WORKS	0.25	0.25	0.25	0.25	0.25	0.25
ASSIST DIR PUBLIC WORKS	1.00	1.00	1.00	1.00	1.00	1.00
CIVIL ENGINEER PE	1.00	1.00	1.00	1.00	1.00	1.00
LABORATORY TECH	1.00	1.00	1.00	1.00	1.00	1.00
WPCF TECHNICIAN	1.00	1.00	1.00	1.00	1.00	1.00
MATERIAL CONTROL SPEC	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	0.50	0.50	0.50	0.50	0.50	0.50
MAINTENANCE SUPER WPCD	1.00	1.00	1.00	1.00	1.00	1.00
OPERATIONS SUPER WPCD	1.00	1.00	1.00	1.00	1.00	1.00
OPERATOR WPCD	4.00	3.00	3.00	3.00	3.00	3.00
MECHANIC WPCD	5.00	3.00	3.00	3.00	3.00	3.00
SHIFT OPERATOR	1.00	1.00	1.00	1.00	1.00	1.00
CHIEF MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
MAINTAINER	0.00	0.00	0.00	1.00	1.00	1.00
EQUIPMENT OPERATOR	0.00	1.00	1.00	1.00	1.00	1.00
MECH/OPERATOR TRAINEE	0.00	2.00	2.00	2.00	2.00	2.00
Total FTE Personnel	18.75	18.75	18.75	19.75	19.75	19.75
FTE SALARIES & WAGES						
DIRECTOR OF PUBLIC WORKS	28,841	28,841	28,841	28,841	28,841	28,841
ASSIST DIR PUBLIC WORKS	90,041	90,041	90,041	90,041	90,041	90,041
CIVIL ENGINEER PE	85,229	85,229	85,229	85,229	85,229	85,229
LABORATORY TECH	64,702	66,315	66,061	66,061	66,061	66,061
WPCF TECHNICIAN	70,679	70,679	70,408	70,408	70,408	70,408
MATERIAL CONTROL SPEC	58,669	58,715	58,490	58,490	58,490	58,490
OFFICE ASSISTANT II (35)	22,235	22,235	22,594	22,594	22,594	22,594
MAINTENANCE SUPER WPCD	65,520	66,867	65,520	65,520	65,520	65,520
OPERATIONS SUPER WPCD	81,000	84,413	84,413	84,413	84,413	84,413
OPERATOR WPCD	242,663	191,784	193,397	193,397	193,397	193,397
MECHANIC WPCD	312,895	190,211	194,227	194,227	194,227	194,227
SHIFT OPERATOR	72,695	74,876	74,589	74,589	74,589	74,589
CHIEF MECHANIC	67,279	68,967	68,702	68,702	68,702	68,702
MAINTAINER	0	0	0	30,685	30,685	30,685
EQUIPMENT OPERATOR	0	23,460	47,653	47,653	47,653	47,653
MECH/OPERATOR TRAINEE	0	97,709	117,228	117,228	117,228	117,228
Total FTE Salaries & Wages	$1,262,448	$1,220,339	$1,267,393	$1,298,078	$1,298,078	$1,298,078

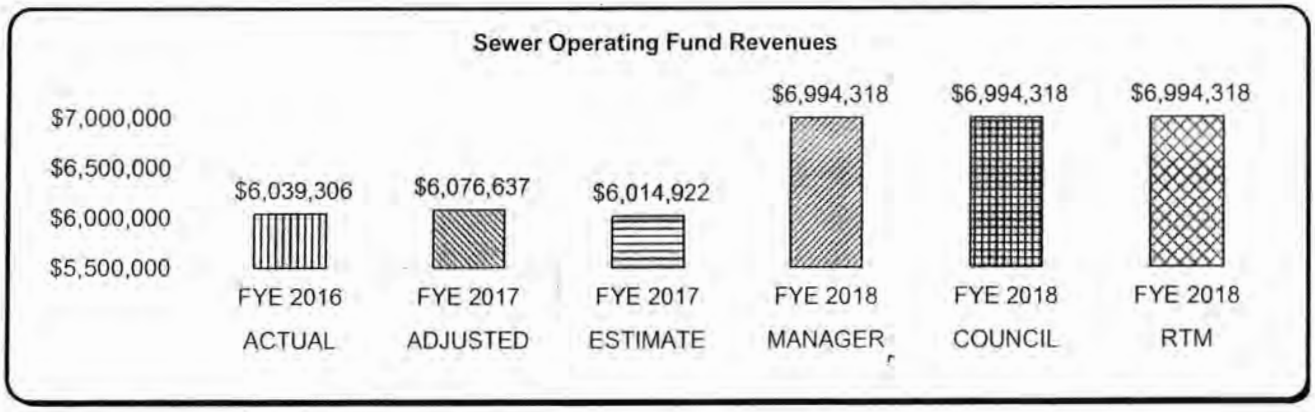
TOWN OF GROTON, CT
FYE 2018 BUDGET

SEWER OPERATING FUND REVENUES: #2020

Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

Sewer Use Charges - users of the sanitary sewer services are assessed a sewer use charge. The proposed residential rate is $32 per month per unit which is a $1.50 increase over FYE 17 and for industrial/commercial units the new rate is $0.0510 and increase of $.0024 per cubic foot of water consumed.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4412	Interest Income	$ 1,869	$ 1,200	$ 2,250	$ 2,500	$ 2,500	$ 2,500
4735	Sewer Use Charges	$ 6,006,143	$ 6,003,004	$ 6,000,000	$ 6,639,532	$ 6,639,532	$ 6,639,532
4801A	CIP Fund Balance Applied	$ 31,294	$ 72,433	$ 12,672	$ 352,286	$ 352,286	$ 352,286
	Total	$ 6,039,306	$ 6,076,637	$ 6,014,922	$ 6,994,318	$ 6,994,318	$ 6,994,318



Audit Fund Balance as of 6/30/2016	$ 2,496,143
Estimated Fund Balance as of 6/30/17	$ 2,471,471
Estimated Fund Balance as of 6/30/18	$ 2,119,185
Fund Balance as a % of 2018 Expenditures	30.30%

SOLID WASTE #2030

HIGHLIGHTS & GOALS

Final FYE 2018 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget is $27,272 or 1.8%.

Cost Center 0 – Leadership & General Support

Payments to General Fund for services provided, such as billing, accounts receivable and program management.

Cost Center 2 – Residential/Government Municipal Solid Waste (MSW)

As a member of the Southeastern Connecticut Regional Resources Recovery Authority (SCRRRA), municipal solid waste generated within the Town is directed to the Waste-to-Energy Facility located on Route 12, in Preston CT. SCRRRA has maintained the $58 per ton tipping fee at their Preston Facility. Private haulers, subdivisions, public works departments and large businesses can dispose of the waste at this facility under a permit that is assigned to the Town. SCRRRA then bills the Town for the waste as the agreement is between the Town and SCRRRA. The Town's Finance Department then bills the hauler, subdivision, public works departments or large business. All private haulers and large businesses must post a payment bond.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SOLID WASTE 2030

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	1,882,014	1,504,364	1,504,364	1,506,632	1,477,092	1,477,092	1,477,092
Total Appropriation	$1,882,014	$1,504,364	$1,504,364	$1,506,632	$1,477,092	$1,477,092	$1,477,092
COST CENTERS							
20300 LEADERSHIP/GEN. SUPP	217,378	7,424	7,424	7,492	7,492	7,492	7,492
20302 RESIDENTIAL/GOV. MSW	1,528,924	1,496,940	1,496,940	1,499,140	1,469,600	1,469,600	1,469,600
20309 COMMER. MSW COL. & D	135,712	0	0	0	0	0	0
Total Cost Centers	$1,882,014	$1,504,364	$1,504,364	$1,506,632	$1,477,092	$1,477,092	$1,477,092
FINANCING PLAN							
INTEREST INCOME	908	380	900	900	900	900	900
MISC-UNCLASSIFIED	284,154	0	0	0	0	0	0
DISPOSAL FEES	1,381,797	1,467,342	1,467,342	1,469,500	1,469,500	1,469,500	1,469,500
COMMERCIAL COLLECTIONS	107,418	0	0	0	0	0	0
SCRRRA TRANS SUB/E-WASTE	18,226	15,702	15,702	15,702	15,702	15,702	15,702
FUND BALANCE APPLIED	89,511	20,940	20,420	20,530	0	0	0
Total Financing Plan	$1,882,014	$1,504,364	$1,504,364	$1,506,632	$1,486,102	$1,486,102	$1,486,102

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PUBLIC WORKS
FUNCTION: SOLID WASTE 2030

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	364	100	100	100	100	100	100
5220 UTILITIES/FUEL/MILEA	1,541,567	1,467,342	1,467,342	1,469,500	1,469,500	1,469,500	1,469,500
5230 PYMNTS/CONTRIBUTIONS	272,455	29,498	29,498	29,540	0	0	0
5261 SOFTWARE MAINT FEES	3,818	0	0	0	0	0	0
5290 PROFESS/TECHNICAL SE	63,810	7,424	7,424	7,492	7,492	7,492	7,492
Total Operating Expenses	$1,882,014	$1,504,364	$1,504,364	$1,506,632	$1,477,092	$1,477,092	$1,477,092
GRAND TOTAL	$1,882,014	$1,504,364	$1,504,364	$1,506,632	$1,477,092	$1,477,092	$1,477,092

TOWN OF GROTON, CT
FYE 2018 BUDGET

SOLID WASTE FUND REVENUES: #2030

	FYE 2017	FYE 2018
SCRRA Tipping Fee	$ 58.00/ton	$ 58.00/ton

Interest Income – represents income earned on the short-term investment of funds not required for immediate expenses.

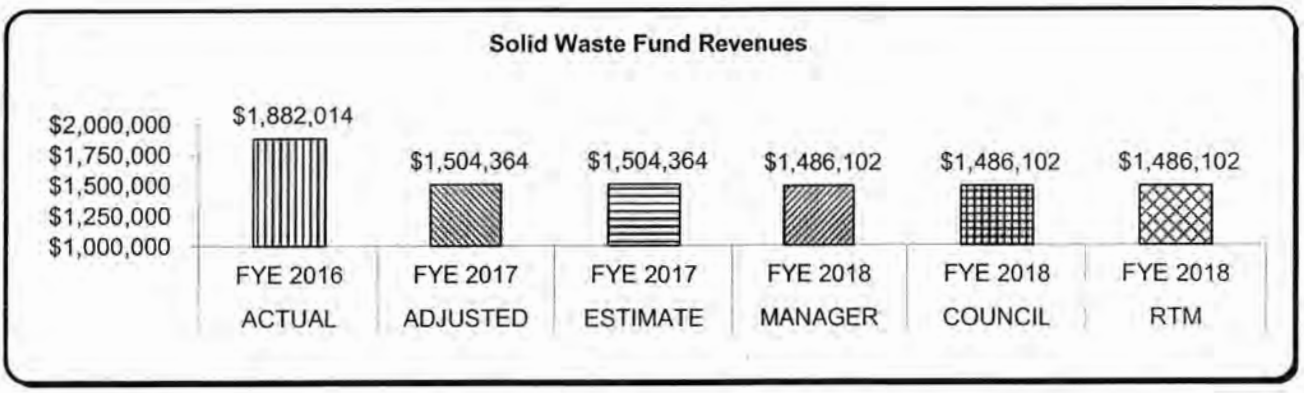
Disposal Fees - includes payments from private haulers for MSW delivered to Preston (includes City of Groton, Navy) and for waste from the Transfer Station diverted to the Waste-to-Energy facility for more cost effective disposal.

Commercial Collections–represents the amount received from users of the commercial trash collection pickup.

SCRRRA Transport Subsidy/E-Waste - represents subsidy received due to the distance Groton is from the Waste Energy Plant in Preston.

Fund Balance Applied - represents that amount of unassigned Fund Balance in the Solid Waste Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4412 Interest Income	$ 908	$ 380	$ 900	$ 900	$ 900	$ 900
4733 Misc.-Unclassified	$ 284,154	$ 0	$ 0	$ 0	$ 0	$ 0
4740 Disposal Fees	$ 1,381,797	$ 1,467,342	$ 1,467,342	$ 1,469,500	$ 1,469,500	$ 1,469,500
4753 Commercial Collections	$ 107,418	$ 0	$ 0	$ 0	$ 0	$ 0
4769 SCRRRA Trsp Subsidy/E-Waste	$ 18,226	$ 15,702	$ 15,702	$ 15,702	$ 15,702	$ 15,702
4999 Fund Balance Applied	$ 89,511	$ 20,940	$ 20,420	$ 0	$ 0	$ 0
Total	$ 1,882,014	$ 1,504,364	$ 1,504,364	$ 1,486,102	$ 1,486,102	$ 1,486,102



Audit Fund Balance as of 6/30/2016	$ 497,960
Estimated Fund Balance as of 6/30/17	$ 477,540
Estimated Fund Balance as of 6/30/18	$ 486,550
Fund Balance as a % of 2018 Expenditures	32.94%

Fleet Reserve #6040

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced this function by $534,500 and the RTM sustained this action. The overall decrease in this budget is $272,811or 18.5%.

The purpose of this fund is to maintain the integrity of the Town's fleet, by delivering reliable fleet services. The Fleet Reserve Fund covers the costs of vehicle purchases, maintenance and fuel. This fund is responsible for the management of the Town's fleet (rightsizing, replacing, purchase/selling, remarketing), and the repair of its construction, operations and staff vehicles.

Vehicle purchase fees only are now budgeted in Function 1077, Contribution to Other Funds and the Sewer Operating Fund. Town department's budgets will continue to include amounts for maintenance and fuel.

This year's contribution from the general fund for vehicle purchases is $423,922 and the WPCF is contributing $40,706. The amounts budgeted for maintenance fuel and vehicle replacements are transferred to the Fleet Reserve Fund and are included in the Financing plan as "Payments from Other Funds". The costs and revenues associated with vehicle maintenance and fuel of Outside Agencies are captured in a special revenue fund.

Impact of Adopted Budget: With the overall decrease in funding of the vehicles requested for replacement this year, the impacts are as follows;
1. The fleet's percentage of vehicles past their scheduled replacement date increases to 28% overdue.
2. Vehicles requested for this year were subdivided into 4 priorities, with public safety vehicles receiving the highest priority and Public Work operations vehicles the lowest. It is unknown at this time how many of the vehicles will be purchased. Staff is working on securing the lowest costs and will work through the list until funds are exhausted.

Cost Center 0 – Vehicle Replacement

This budget is developed using purchase price and the assigned life for each vehicle. Using these two data points, an annual cost is assigned that must be funded each year so that at the end of its expected life, funds are available for purchase of a replacement.

Cost Center 1 – Vehicle Maintenance

Town (General Fund and Other Fund) departments and divisions have accounts included in their budgets (line item #5316 - parts) that are developed for each vehicle that is assigned to them. This budget is developed using historical maintenance and repair data for each vehicle.

Cost Center 2 – Vehicle Fuel

The current motor fuels are diesel and gasoline and are dispensed from the key controlled pumps located at the Town Hall Annex. Each vehicle has a unique code that is entered into the pump along with an authorized employee number. Fleet Division Staff project consumption for the next fiscal year based on actual usage the previous year. The Purchasing Division of the Finance Department is responsible for purchasing the fuel. Although other outside agencies and subdivisions fuel at the Annex, the fuel is not purchased from this cost center. Town (General Fund and Other Fund) departments and divisions have accounts included in their budgets (line item #5317 - fuel) that are developed for each vehicle that is assigned to them. This budget is developed using historical fuel usage data for each vehicle.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: INTERNAL SERVICE FUND
DEPARTMENT: PUBLIC WORKS
FUNCTION: FLEET RESERVE 6040

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	1,510,240	1,476,903	1,477,123	1,866,442	1,574,442	1,204,092	1,204,092
Total Appropriation	$1,510,240	$1,476,903	$1,477,123	$1,866,442	$1,574,442	$1,204,092	$1,204,092
COST CENTERS							
60400 VEHICLE REPLACEMENT	764,942	819,149	819,149	1,197,350	905,350	535,000	535,000
60401 VEHICLE MAINTENANCE	394,949	393,350	393,570	389,285	389,285	389,285	389,285
60402 VEHICLE FUEL	350,349	264,404	264,404	279,807	279,807	279,807	279,807
Total Cost Centers	$1,510,240	$1,476,903	$1,477,123	$1,866,442	$1,574,442	$1,204,092	$1,204,092
FINANCING PLAN							
INTEREST INCOME	1,981	1,925	2,300	2,300	2,300	2,300	2,300
SALE OF FIXED ASSETS	36,411	0	7,000	0	0	0	0
MISC-UNCLASSIFIED	615	0	0	0	0	0	0
PAYMENTS FROM OTHER FUNDS	1,147,847	1,213,167	1,213,167	1,627,625	1,544,219	1,120,297	1,120,300
FUND BALANCE APPLIED	323,386	261,811	254,656	236,517	27,923	81,495	81,492
Total Financing Plan	$1,510,240	$1,476,903	$1,477,123	$1,866,442	$1,574,442	$1,204,092	$1,204,092

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: INTERNAL SERVICE FUND
DEPARTMENT: PUBLIC WORKS
FUNCTION: FLEET RESERVE 6040

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	236	250	250	500	500	500	500
5220 UTILITIES/FUEL/MILEA	350,349	264,404	264,404	279,807	279,807	279,807	279,807
5260 REPAIRS & MAINT-FAC/	34,045	43,189	43,189	42,744	42,744	42,744	42,744
5290 PROFESS/TECHNICAL SE	593	1,065	1,065	0	0	0	0
5300 MATERIALS & SUPPLIES	0	0	220	0	0	0	0
5310 VEHICLE OPER/MAINT	356,222	350,161	350,161	346,541	346,541	346,541	346,541
5400 EQUIP/MACHINRY& FURN	4,682	0	0	0	0	0	0
5420 VEHICLES	764,113	817,834	817,834	1,196,850	904,850	534,500	534,500
Total Operating Expenses	$1,510,240	$1,476,903	$1,477,123	$1,866,442	$1,574,442	$1,204,092	$1,204,092
GRAND TOTAL	$1,510,240	$1,476,903	$1,477,123	$1,866,442	$1,574,442	$1,204,092	$1,204,092

FYE 2018 FLEET FUND - Programmed Vehicle Replacement Schedule

		Adjusted Replacement Price	Department	Year	Make	Model	In Service	Years in Service	Years Past Due	
$3,359,100	$2,825,000	$27,250	PW Facility Maintenance 107-GRO	2001	FORD	E150	2001	17	-5	Vehicles & Equipment due/overdue for replacement
		$27,250	PW Engineering 139-GRO	2001	FORD	E150	2001	17	-5	
		$32,500	Parks and Rec Parks Maint	2004	TORO	325D	2004	14	-4	
		$32,500	Parks and Rec Maint	2007	TORO	325D	2007	11	-1	
		$26,500	Parks and Recreaction	2003	CHEVY	VENTURE	2003	15	-3	
		$29,500	PW Fleet	2003	FORD	F150	2003	15	-3	
		$26,250	Planning 228-GRO	2003	CHEVY	BLAZER	2003	15	-3	
		$325,000	PW Rds & Sts 166-GRO	2006	SCHWARZE	A8000	2006	12	-2	
		$27,500	PW Solid Waste 229-GRO	2005	FORD	F250	2005	14	-2	
		$41,000	Police Patrol 9-GRO	2011	FORD	CR VIC	2011	6	-2	
		$42,500	Parks and Rec Maint 112-GRO	2001	FORD	F550	2001	17	-2	
		$195,000	PW Rds & Sts 418-GRO	2003	STERLING	TRUCK	2003	15	0	
		$165,000	PW Rds & Sts 231-GRO	2002	STERLING	LT9500	2002	16	-1	
		$26,500	Human Services 116-GRO	2003	CHEVY	BLAZER	2003	15	0	
		$380,000	PW Rds & Sts 220-GRO	2003	STERLING	LT9500	2003	15	0	
		$68,500	PW Fleet 194-GRO	2002	FORD	F350	2002	15	0	
		$58,500	PW Facilites 76-GRO	1993	FORD	350 - Bucket Truc	1993	25	0	
		$115,000	PW Solid Waste 72-GRO	2003	INTERNATIONAL	9100 I	2003	15	0	
		$41,000	Police Patrol 3-GRO	2014	FORD	INTERCEPTOR	2014	4	0	
		$41,000	Police Patrol 6-GRO	2014	FORD	EXPLORER AWD	2014	4	0	
		$41,000	Police Patrol 12-GRO	2014	FORD	INTERCEPTOR	2014	4	0	
		$41,000	Police Patrol 14-GRO	2014	FORD	EXPLORER AWD	2014	4	0	
		$41,000	Police Patrol 17-GRO	2014	FORD	EXPLORER AWD	2014	4	0	
		$27,500	Police Patrol 21-GRO	2008	FORD	F-250	2008	10	0	
		$37,500	Police Admin 226-URZ	2005	FORD	CR VIC	2005	12	0	
		$37,500	Police Admin 227-URZ	2006	FORD	CR VIC	2006	12	0	
		$42,500	Parks and Rec Maint 115-GRO	2003	FORD	F550	2003	15	0	
		$26,500	Planning 193-GRO	2010	FORD	ESCAPE	2010	8	0	
		$24,500	Parks and Rec Golf Course	2001	CUSHMAN		2001	16	-4	
		$83,500	Parks and Rec Golf Course	2004	TORO	580	2004	13	-3	
		$28,750	Parks and Rec Golf Course	2006	TORO	2000	2006	11	-3	
		$68,500	Parks and Rec Golf Course	1994	FORD	1920	1994	23	-3	
		$15,500	Parks and Rec Golf Course	2009	JDEERE	1200	2009	8	-2	
		$62,500	Parks and Rec Golf Course	2008	TORO	5410D	2008	9	-1	
		$42,500	Parks and Rec Golf Course	2008	TORO	3500D	2008	9	-1	
		$36,500	Parks and Rec Golf Course	2008	TORO	3250D	2008	9	-1	
		$24,500	Parks and Rec Golf Course	2006	TORO	3200	2006	11	-1	
		$24,500	Parks and Rec Golf Course	2007	TORO	3200	2007	10	0	
		$27,500	PW WPCF 70-GRO	2006	FORD	F250	2006	12	0	
		$325,000	PW WPCF 205-GRO	2002	STERLING	L7500	2002	15	0	
		$38,500	PW WPCF 40-GRO	2002	FORD	F250	2002	15	-3	
	$534,100		PW Rds & Sts 199-GRO	1987	INTERNATIONAL	S2674	1987	12	-7	
		$27,500	PW Facility Maintenance 104-GRO	2000	FORD	E150	2000	18	-6	
		$41,000	Police Patrol 7-GRO	2011	FORD	CR VIC	2011	6	-2	
		$41,000	Police Patrol 11-GRO	2011	FORD	CR VIC	2011	6	-2	
		$37,500	Police Admin 875-SVS	2003	FORD	CR VIC	2003	14	-2	
		$37,500	Police Admin 317-SFV	2003	FORD	CR VIC	2003	14	-2	
			Police Patrol 5-GRO	2011	FORD	CR VIC	2011	5	-1	
		$41,000	Police Patrol 15-GRO	2011	FORD	CR VIC	2011	5	-1	
		$80,000	PW Rds & Sts 358-GRO	2003	STERLING	LT9501	2003	15	0	
		$29,500	PW Fleet 313-GRO	2006	CHEVY	K-1500	2006	12	0	
		$42,500	Police Animal Control 19-GRO	2005	GMC	G-20	2005	13	0	
		$22,300	Parks and Rec Maint	2005	EXMARK A	LAZER Z- XP	2005	5	0	
		$22,300	Parks and Rec Maint	2005	EXMARK B	LAZER Z- XP	2005	5	0	
		$62,500	Parks and Rec Golf Course	2004	TORO	5400D	2004	13	-5	
		$13,000	Parks and Rec Golf Course	2006	TORO	5040	2006	11	-7	
		$36,500	Parks and Rec Golf Course	2006	TORO	3250D	2006	11	-3	

The proposed FYE 2018 budget included replacing 16 vehicles totaling $904,850 - $792,850 for 13 General Fund vehicles and $112,000 for 3 Golf Course vehicles. During budget deliberations the vehicle account was reduced to $535,000 leaving $423,000 available to purchase General Fund vehicles. As a result the 13 vehicles were prioritized with public safety vehicles given the highest priority and public works the lowest. The above list is subject to revision throughout the year as priorities change or cost savings afford the purchase of all 13 vehicles.

TOWN OF GROTON, CT
FYE 2018 BUDGET

FLEET RESERVE FUND REVENUES: #6040

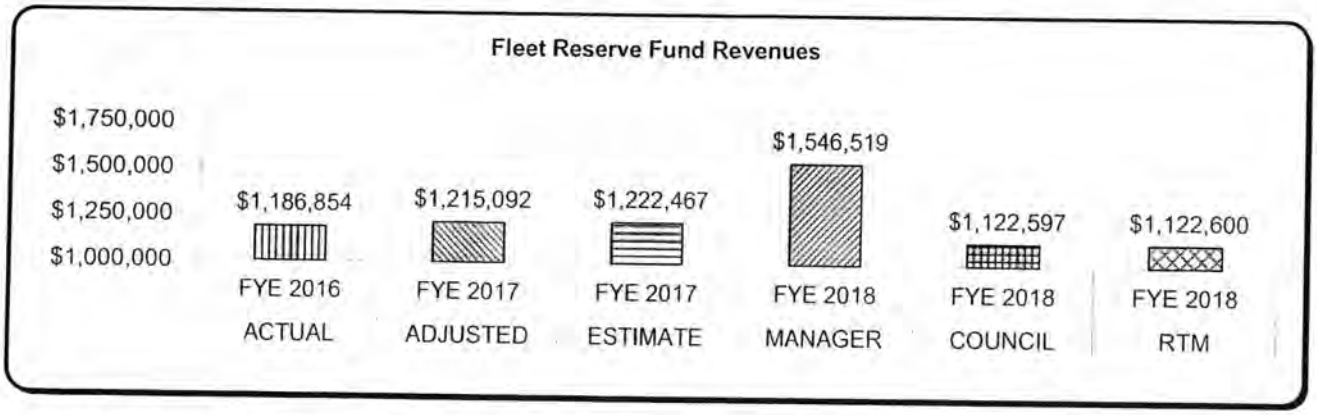
Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

Sale of Fixed Assets – represents revenues generated from the sale of obsolete equipment.

Payments From Other Funds - represents the amount that Other Funds will contribute to the operation of this fund.

Fund Balance Applied - represents the amount of unassigned fund balance in the Fleet Reserve Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4412 Interest Income	$ 1,981	$ 1,925	$ 2,300	$ 2,300	$ 2,300	$ 2,300
4731 Sale of Fixed Assets	$ 36,411	$ 0	$ 7,000	$ 0	$ 0	$ 0
4733 Misc. - Unclassified	$ 615	$ 0	$ 0	$ 0	$ 0	$ 0
4766 Payments from Other Funds	$ 1,147,847	$ 1,213,167	$ 1,213,167	$ 1,544,219	$ 1,120,297	$ 1,120,300
4999 Fund Balance Applied	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
Total	$ 1,186,854	$ 1,215,092	$ 1,222,467	$ 1,546,519	$ 1,122,597	$ 1,122,600



Audit Fund Balance as of 6/30/2016	$ 694,843
Estimated Fund Balance as of 6/30/17	$ 440,187
Estimated Fund Balance as of 6/30/18	$ 358,695
Fund Balance as a % of 2018 Expenditures	29.79%

PLANNING & DEVELOPMENT SERVICES #1046

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function except for the acceptance of the Town Managers budget cuts. The overall decrease in this budget is $170,190 or 12%. Personnel Services are up $5,845 and operating expenses are down $176,035.

The FYE 2017 budget gave OPDS the opportunity to begin many key changes to the regulatory structure and develop key economic development projects and policies. Major projects and initiatives from FYE 2017 and proposed for FYE 2018 are listed below.

Under the direction of the Town Council, the Representative Town Meeting, and the Town Manager, the department has taken a new approach to economic development. Our regulatory process, and how the town interacts with residents and the business community is being redesigned to enable sound economic development in Groton that is consistent with our short and long range goals and policies from our Plan of Conservation and Development.

Town Manager's recommended cuts budget Impact

The Town Manager's recommended budget, which was the adopted budget by the Town Council and the RTM, eliminated the following items from the OPDS budget:

Eliminate the proposed full-time status of an OA II for Economic and Community Development - $19,308
Eliminate the creation of a coastal access trail plan - $24,000
Eliminate the creation of a blue access trail along our waterways in Groton - $15,000
Eliminate the Town Excess property management - $10,000
Eliminate the creation of a Harbor Management Plan - $25,000
Eliminate the Wayfinding Sign Implementation (a CIP project) - $20,000
Eliminate the development of an Open Space Management Plan for key town open spaces - $35,000
Reduce Economic Development marketing materials - $1,000
Reduce advertising and printing costs for planning and zoning documents and public hearings - $1,000
Reduce professional development training for Planning - $1,500
Reduce professional development training for Economic Development - $2,500
Reduce professional development training for boards and commissions - $500
Reduce overtime pay - $1,783
Reduce salary for proposed executive assistant position - $2,691

The removal of these items will have negative impacts on OPDS and our long term economic development and planning goals. A number of these items that were cut are critical to our mission and to the town improving the quality of life. Quality of life and sense of place are key factors for attracting people, new business and economic development opportunities. The change of the part-time staff member to full-time is necessary due to the increased workload associated with the economic development initiatives and the lack of this funding will have a negative impact on our marketing of publicly owned property as well as other economic development initiatives during FYE2018.

The 30th Groton Town Council adopted the following goals for 2016-2017 that impact the OPDS:

- Evaluate Town and other community services with a focus on prioritizing Town expenditures.

- Continue to support Town-wide community and economic development with a focus on the Thames Street, Route 117, Airport, Downtown Groton, and Downtown Mystic areas.
- Brand and market "One Groton."

Key goals for the Department for this year and the coming years are as follows:

- Grow the Grand List;
- Implement the recommendations of the recently adopted Plan of Conservation and Development;
- Implement the recommendations of the market analysis;
- Implement the recommendations of the regulatory audit; and
- Focus on the key growth areas identified in the Great Blue Survey.

The OPDS has strategically linked all of the major work items for the current fiscal year and the upcoming fiscal year to projects consistent with the above Town Council and department goals that will have direct benefits to economic development. Existing and new projects are the key recommendations to implement these goals from our recent efforts like the regulatory audit, market analysis, and the results of what we learned from the recently completed Great Blue survey.

During FYE 2017 the approved budget allowed the Office of Planning and Development Services to finalize and begin many key initiatives to further the goals listed above. Key highlights of projects completed or initiated during this fiscal year include:

- The adoption on the Town of Groton Plan of Conservation and Development;
- The completion of the regulatory audit and market analysis;
- The receipt of an $800,000 Community Development Block Grant for rehabilitation of housing at Pequot Village;
- Staff completed a "Business Incentives" brochure that will be used to explain exciting state and local incentive programs;
- A $50,000 grant from the Connecticut Department of Economic and Community Development for the planning, rezoning, marketing, and eventual sale of the Mystic Oral School for redevelopment;
- The hiring of Camoin Associates to research, plan, educate, create policies for and implement tax increment financing in the Town and City of Groton;
- Tax Increment Financing (TIF) programming began through coordination with Camoin and local key developers which involves establishing a game plan and policies for the future use of this economic development tool that will translate to multi-million dollar development;
- The development of and implementation of a survey by Great Blue Research to local business and residents on economic and market trends in Groton;
- The Department has partnered with SPARK, CURE, New London, and the City of Groton on the CT NEXT Innovation Places project, receiving a $50,000 grant to begin a regional innovation program for small business growth;
- Staff secured Electric Vehicle (EV) and charging station funding from the state to acquire a vehicle and installed charging stations at the Annex, Library/Senior Center and Town Hall.
- The issuance of an RFP and the selection of a consultant to create a standalone economic development website which will increase business and investor interest by 90% volume;
- The issuance of an RFP and the selection of a consultant to create a wayfinding signage program for the Town;
- Worked with the SCCOG and other area municipalities and partners to secure a $319,299 grant funded by the Department of Defense for a Joint Land Use Study. The study will allow for planning and analysis to improve land use and land compatibility around the Subbase;
- The utilization of the Economic Development Assistance Fund to assist in small business growth;

- Working with the Connecticut Economic Research Center (CERC) to develop and submit the application for an Airport Development Zone in Groton. The ADZ was approved during the winter of 2017;
- The Department working with the Norwich Community Development Corporation will complete during the spring of 2017 a "Growing in Groton" resource guide to assist new and expanding Groton businesses through the development process;
- Worked with Exceeda Consulting to complete the first LEAN assessment. OPDS worked with Ledge Light Health District, Poquonnock Bridge Fire District, and other departments and partnering permitting agencies to streamline our application approval process.
- Staff and EDC worked to amend the Groton Economic Assistance Fund guidelines to more effectively leverage use of local economic development funds;
- Staff gained access to Groton Heights School, began showing the property, and initiated conversations with Groton City relative to a zoning amendment for the property;
- Marketing of town excess property located at Gold Starr Highway with an expected sale during 2017;
- The adoption of the Water Resource Protection District Regulations during the spring of 2017 as part of a larger regulatory reform process that is still underway;
- Planning and Economic Development staff are working with numerous regional agencies on projects such as the regional Plan of Conservation and Development, the development of a new Groton Hazard Mitigation Plan, and the Comprehensive Economic Development Strategy (CEDS) plan,
- Merritt property conversion underway to assist in the school project;
- Outreach and promotions in regional and national trade publications to get Groton on the national and regional economic development radar;
- Working with developers on a number of large development projects in town.

For FYE 2018 the Office of Planning and Development Services must continue with the current initiatives to promote economic development and streamline our regulatory process. The department will focus on finalizing budgeted efforts from FYE 2017 such as:

- Implementing the recommendations of our LEAN analysis;
- Finalizing the re-writing of the Zoning Regulations;
- LEAN phase II focusing on our permitting process before boards and commissions and internal filing management in the office;
- Finalizing the TIF study, plan and implementing that program; and
- Creating additional development process guidance materials to assist growing and new business development.

Other components of our implementation strategy will be the following key projects for FYE 2018:

- Re-writing the 2006 Strategic Economic Development Plan;
- The development of a pilot signage and wayfinding area to implement the recommendations of the wayfinding signage program;
- Funding the marketing and promotion of selling or leasing excess town and state property;
- Tax Increment Financing analysis for proposed developments in the TIF district;
- Continued marketing efforts for the town; and
- Funding for a summer intern to assist with small scale projects and analysis.

Due to the budget cuts in the OPDS FYE 2018 budget, there are a number of items that will not be completed this coming year. These projects would benefit the town by improving the quality of life and sense of place. Such projects include:

- Creation of a coastal access trail plan;
- The creation of a Harbor Management Plan;
- Development of an Open Space Management Plan for key town open spaces; and
- Creation of a blue access trail along our waterways in Groton.

It should be noted that all of our CIP projects were taken out of the draft FYE 2018-2023 CIP and although some were incorporated into the OPDS operating fund, they were still cut from the budget.

The reorganization of the department's management structure during FYE 2016 has been a success and has continued through FYE 2017 with changes to our Inspection Services division. Three of the 4 professional staff members within that division left during FYE 2017 and the opportunity was present to restructure the division to meet our current needs.

For FYE 2018 our major initiatives will be to improve our regulatory process, economic and business development, while improving the Town of Groton's sense of place and community character. The major initiative by the Planning Division will be to complete the majority of the re-write of the entire Zoning Regulations. In order to complete this in a timely fashion, outside experts are being used to lead this effort. The Economic and Community Development Division will expand our marketing and outreach efforts. This will be completed by the development of promotional material, the expansion of our social media presence, and the promotion of Groton's quality of life, business friendly attitude, and economic incentives. The Inspection Services Division will focus on an update to their current fee schedule to make it consistent with surrounding municipalities and to adhere to best practices. The entire division will continue to offer excellent service and assistance to businesses and homeowners.

Cost Center 0 – Leadership & General Support

Provides leadership and direction on the current and future focus of the department. Ensures all divisions are working towards common goals and towards creating a better Groton. Oversees the management of the department, and is the lead public spokesperson for the department. Responsible for directing the planning, development, and economic development priorities. Responsible for preparing the department annual budget, as well as financial and grant administration. Responsible for assuring that land is developed in a well-planned orderly fashion, and is consistent with the development vision of Groton.

- FYE 2018 will focus on implementing the recommendations of the market analysis, the regulatory audit, and promoting a business friendly atmosphere and development process for the Town of Groton.
- Tax Increment Financing planning and implementation will be a major focus of the leadership, economic development, and planning divisions during FYE 2018.
- The Office of Planning and Development Services will implement the findings of the LEAN analysis of department procedures in FYE 2018 to eliminate wasted time and effort in all department processes including application review and approval.
- A summer intern will be hired to complete a number of small projects including an analysis of the last 20 years of zoning variance requests and a review of existing site plan bonds to determine which bonds can be released.

Cost Center 1 – Development and Plan Review

Responsible for providing assistance in the preparation of and logistical support for the processing of all land use applications.

- Provides staff support for the Conservation Commission, Inland Wetland Agency, Planning Commission, Zoning Commission, Zoning Board of Appeals, and Historic District Commission. In FYE 2017, anticipated 66 land use applications will be reviewed and 109 night meetings will be attended.

Large projects expected in FYE 2018 include the new middle school, development of the former Seely School, and a mixed use development in Center Groton

- Coordinates plan review of outside agencies such as Ledge Light Health District, all Fire Marshals' offices, Noank, SCCOG, CTDEEP and CTDOT as they relate to land use applications.
- Performs interim and final inspections of development projects to ensure compliance with land use approvals.
- Provides the first point of contact for developers, attorneys and homeowners who are preparing land use applications.

Cost Center 2 – Inspection Services

Responsible for the day to day activity and administration for all active building and construction projects.

- In FYE 2017 the Inspection Services division had one retirement, and two inspectors left town employment for other job opportunities. This has created an opportunity to fill the position of an Assistant Building/Zoning Official, modify the role of the code enforcement office to assist in planning duties, and to re-fill the Inspector II position.
- In FYE 2018 Inspection Services will update their fee schedule to create an easily used, clear set of fees for all construction applications and projects.
- Assist homeowners, contractors, developers, architects and engineers with all related code requirements and interpretations during permitting and construction.
- Inspection of all building and site construction to ensure compliance with all applicable local and state codes, i.e., building, property maintenance, rental housing code, historic district regulations, etc.

Cost Center 3 – Enforcement

The department works towards voluntary compliance for most enforcement issues unless life safety or egregious environmental issues are involved.

- Assist homeowners, developers, businesses and others to understand and comply with local land use regulations and procedures including flood protection regulations.
- Administration of zoning, historic district, rental housing code, blight, property maintenance code and inland wetlands regulations with respect to processing of complaints, investigations, interpretations, corrections of violations and comprehensive management of enforcement database.

Cost Center 4 – Community Development

Responsible for the development and rehabilitation of the town's housing stock with a focus on meeting the town's affordable housing needs. Supports small business development activities.

- Explore and pursue new funding sources for housing administration and community development opportunities.
- Administer the Groton Community Development Block Grant (CDBG) grant program including coordination with CT Department of Housing and reporting requirements.
- Implementation of the $800,000 in received CDBG funding from 2016 for the "Groton Housing Authority Project."
- Coordinate finalization of the "Wayfinding/Gateway Sign Plan" effort including beginning implementation of small projects at key locations.
- Public property redevelopment processes including development and issuance of RFPs for Mystic Oral School, Gold Starr Highway, and Groton Heights plus related marketing and property showings.
- Staff Community Development Advisory Committee (CDAC), Neighborhood Revitalization Zone (NRZ) Committee, and Fair Rent Commission.
- Oversee and coordinate the Housing Rehabilitation Program for the Town.

Cost Center 5 – Economic Development/Marketing

Serve as the Town of Groton primary "Point of Contact" to the business community assisting as a process and informational liaison. Market and promote the town to grow business and economic development.

- Staff will continue to respond to individual business requests for assistance and also proactively reach out to other businesses with the goal of attracting them to Groton.
- Of particular focus will be ongoing and increased support to Electric Boat and their workforce needs.
- Included in the FYE 2017 division budget is a project to work with outside experts to create an independent economic development webpage for better marketing, promotion, and awareness of Groton development opportunities. This was listed as a very high priority in the market analysis since it will lead to a 90% increase in economic development web traffic.
- The new web will be the platform from which most marketing, promotions, and social media will be based including increased use of clerical staff to proactively use media sources to weekly promote Groton.
- During FYE 2018 the division will continue utilize the recommendations from the town wide-market analysis to better administer the town's program for business retention and business outreach.
- Improve the distribution of Economic Development Assistance funds as well as streamlining and reworking incentive policies to ensure equitable and consistent application.
- Airport Development Zone (ADZ) approval will require additional staff focus specific to mapping, programming, and promotions since this state enabled program will affect properties within a 2-mile radius of the airport.
- The economic development staff will prepare new promotional materials and demographic information based upon the information and recommendations of the market analysis that will be used to assist in marketing Groton's locational and business attributes.
- The division will support the EDC's primary goal of "business outreach" including visitation to key businesses and associated documentation.
- The division will continue to participate in regional and statewide initiatives advancing projects important to Groton and the region.

Cost Center 6 – Long Range Planning

Responsible for implementing the community's vision and goals for the physical, economic and social future of the town. The focus this year is to implement the recommendations of the 2016 Plan of Conservation and Development A priority of this document is to enhance community character and Groton's sense of place.

- During FYE 2017 the Water Resource Protection District section of the Zoning Regulations was significantly amended and the re-write of the entire Zoning Regulations will be drafted. A study of the Poquonnock Bridge Village area will be initiated and design guidelines will be developed.
- The department provides support for the projects of other town departments including the Thomas Road Multi-Use Trail, the conversion of the Merritt property to use as a new middle school, Local Transpiration Capital Improvement Program grant applications, preparation of the town's Capital Improvement Program, and the Property Review Team.
- The department has participated in projects of regional importance such as the Joint Land Use Study of the area surrounding the SUBASE in Groton, and the Regional Plan of Conservation and Development, an effort that will continue in FYE 2018.
- During FYE 2018 will undertake several projects to enhance Groton's sense of place. A coastal trail plan will be developed for Mystic that will link the coastal access points through architectural or landscape features. A blue trail that links boating access points will be developed and the town-wide Harbor Management Plan will be completed.

Cost Center 8 – Land Use & Development Commission Support

The department is responsible for providing direct technical and administrative staff support to Groton's 14 land use and development agencies, boards and commissions. The land use agencies are the key boards and commissions in town that are adopting new plans and regulatory changes, as well as approving most plans for development. These are the plans and documents that create the character of Groton, and set the foundation for the long and short term development of our community.

- Staff prepares agendas, staff reports, supporting materials, minutes, and meeting follow-up for the Economic Development Commission, Planning Commission, Zoning Commission, Inland Wetlands Agency, Conservation Commission, Historic District Commission, Zoning Board of Appeals, Harbor Management Commission, Building Code Board of Appeals, Housing Code Board of Appeals, Property Maintenance Code Board of Appeals, Fair Rent Commission, Community Development Advisory Committee, Neighborhood Revitalization Zone Committee.
- Attend meetings, on an as-needed basis, of numerous groups and committees of local, regional, and state significance.
- OPDS has requested funding for FYE 2018 to assist in the educational and professional development of boards and commissions. This will be done through the attendance of seminars and/or for having subject matter experts come to town meetings to review specific topics of interest.
- The OPDS division through our staff and limited budget does provide operating funds directly related to commission activities including funds for legal advertising, professional development for commissioners, etc.
- The EDC outlined their primary goals for 2017 revolving around business outreach and coordination with existing Boards/Commissions.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PLANNING & DEVELOPMENT
DEPARTMENT: PLANNING & DEVELOPMENT
FUNCTION: PLANNING & DEV SERVICES 1046

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	1,051,316	1,128,481	1,096,190	1,153,512	1,134,326	1,134,326	1,134,326
Operating Expenses	144,443	288,883	321,034	248,348	112,848	112,848	112,848
Total Appropriation	$1,195,759	$1,417,364	$1,417,224	$1,401,860	$1,247,174	$1,247,174	$1,247,174
COST CENTERS							
10460 LEADERSHIP/GEN SUPPT	295,434	275,466	282,628	304,264	301,234	301,234	301,234
10461 PLAN REVIEW	175,622	196,778	202,775	216,315	214,815	214,815	214,815
10462 INSPECTION SERVICES	301,446	299,352	292,742	289,382	293,978	293,978	293,978
10463 ENFORCEMENT	67,328	68,731	33,139	49,962	49,962	49,962	49,962
10464 COMMUNITY DEVELOPMEN	58,750	82,301	82,301	82,338	82,338	82,338	82,338
10465 ECON DEV/MARKETING	205,200	257,442	304,788	310,746	258,390	258,390	258,390
10466 LONG RANGE PLANNING	22,300	174,827	159,627	103,734	3,734	3,734	3,734
10468 LAND USE & DEV COM S	69,679	62,467	59,224	45,119	42,723	42,723	42,723
Total Cost Centers	$1,195,759	$1,417,364	$1,417,224	$1,401,860	$1,247,174	$1,247,174	$1,247,174
FINANCING PLAN							
BLDG AND RELATED PERMITS	407,403	271,640	271,640	338,550	338,550	338,550	338,550
BLDG PERMITS-EDUC FEE	396	242	242	325	325	325	325
STATE LAND USE-PLNG	230	175	150	150	150	150	150
PLANNING APPLICATION FEES	12,595	12,000	10,000	10,000	10,000	10,000	10,000
MAPS/COPIES/DOCUMENTS	1,187	500	800	500	500	500	500
GENERAL FUND	773,948	1,132,807	1,134,392	1,052,335	897,649	897,649	897,649
Total Financing Plan	$1,195,759	$1,417,364	$1,417,224	$1,401,860	$1,247,174	$1,247,174	$1,247,174

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PLANNING & DEVELOPMENT
DEPARTMENT: PLANNING & DEVELOPMENT
FUNCTION: PLANNING & DEV SERVICES 1046

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	925,135	1,010,110	977,105	1,059,149	1,018,931	1,018,931	1,018,931
5104 OVERTIME PAY	10,933	10,946	10,876	10,156	8,373	8,373	8,373
5105 LONGEVITY PAY	2,836	3,010	3,010	2,135	1,715	1,715	1,715
5109 SALARY ADJUSTMENTS	10,430	0	2,767	0	0	0	0
5110 REGULAR PART TIME	23,796	23,993	24,398	0	24,471	24,471	24,471
5112 SICK INCENTIVE	151	150	150	100	100	100	100
5116 WAGE CONTINUATION	4,641	0	0	0	0	0	0
5151 SOCIAL SECURITY	73,394	80,272	77,884	81,972	80,736	80,736	80,736
Total Personnel Services	$1,051,316	$1,128,481	$1,096,190	$1,153,512	$1,134,326	$1,134,326	$1,134,326
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	17,329	25,650	23,800	24,190	22,190	22,190	22,190
5210 PROFESS DEVELOP/TRAI	15,943	19,515	24,590	23,625	19,125	19,125	19,125
5220 UTILITIES/FUEL/MILEA	3,670	3,370	3,525	3,512	3,512	3,512	3,512
5260 REPAIRS & MAINT-FAC/	970	1,020	1,359	1,480	1,480	1,480	1,480
5261 SOFTWARE MAINT FEES	553	560	806	900	900	900	900
5281 OCCUPATIONAL HEALTH	659	1,200	1,330	1,500	1,500	1,500	1,500
5290 PROFESS/TECHNICAL SE	76,429	225,744	252,400	182,516	53,516	53,516	53,516
5300 MATERIALS & SUPPLIES	5,514	4,850	4,450	4,300	4,300	4,300	4,300
5315 VEHICLE REPLACEMENT	4,303	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	2,624	2,125	2,125	2,310	2,310	2,310	2,310
5317 VEHICLE FUEL	6,908	4,849	4,849	4,015	4,015	4,015	4,015
5318 COMPUTER REPLMNT FEE	3,023	0	0	0	0	0	0
5400 EQUIP/MACHINRY& FURN	4,232	0	1,800	0	0	0	0
5410 COMPUTER EQUIPMENT	2,286	0	0	0	0	0	0
Total Operating Expenses	$144,443	$288,883	$321,034	$248,348	$112,848	$112,848	$112,848
GRAND TOTAL	$1,195,759	$1,417,364	$1,417,224	$1,401,860	$1,247,174	$1,247,174	$1,247,174

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: PLANNING & DEVELOPMENT
DEPARTMENT: PLANNING & DEVELOPMENT
FUNCTION: PLANNING & DEV SERVICES 1046

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIR PLANNING & DEV	1.00	1.00	1.00	1.00	1.00	1.00
ASST DIR PLANNING & DEV	1.00	1.00	1.00	1.00	1.00	1.00
ECON & COM DEV MANAGER	1.00	1.00	1.00	1.00	1.00	1.00
MGR INSPECTION SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
PLANNER I	1.00	1.00	1.00	1.00	1.00	1.00
PLANNER II - NEIGHBORHOOD	1.00	1.00	1.00	1.00	1.00	1.00
PLANNER II - LAND	1.00	1.00	1.00	1.00	1.00	1.00
CODE ENFORCEMNT PLANNER I	0.00	1.00	1.00	1.00	1.00	1.00
ASST BUILD/ZONING OFFICIA	0.00	1.00	1.00	1.00	1.00	1.00
ECONOMIC DEVEL SPECIALIST	1.00	1.00	1.00	1.00	1.00	1.00
SENIOR BUILDING INSPECTOR	1.00	0.00	0.00	0.00	0.00	0.00
INSPECTOR II - CODE	1.00	0.00	0.00	0.00	0.00	0.00
INSPECTOR II	1.00	1.00	1.00	1.00	1.00	1.00
EXECUTIVE ASSISTNT OPDS	0.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	2.00	2.00	3.00	2.00	2.00	2.00
OFFICE ASST. III (40)	1.00	0.00	0.00	0.00	0.00	0.00
Total FTE Personnel	14.00	14.00	15.00	14.00	14.00	14.00
FTE SALARIES & WAGES						
DIR PLANNING & DEV	107,093	107,610	107,610	107,610	107,610	107,610
ASST DIR PLANNING & DEV	91,843	91,843	91,843	91,843	91,843	91,843
ECON & COM DEV MANAGER	90,041	90,041	90,041	90,041	90,041	90,041
MGR INSPECTION SERVICES	89,409	89,409	89,409	89,409	89,409	89,409
PLANNER I	60,433	61,793	63,029	63,029	63,029	63,029
PLANNER II - NEIGHBORHOOD	75,857	75,857	75,857	75,857	75,857	75,857
PLANNER II - LAND	75,857	75,857	75,857	75,857	75,857	75,857
CODE ENFORCEMNT PLANNER I	0	30,505	61,511	61,511	61,511	61,511
ASST BUILD/ZONING OFFICIA	0	85,002	72,641	76,910	76,910	76,910
ECONOMIC DEVEL SPECIALIST	64,154	69,500	69,500	69,500	69,500	69,500
SENIOR BUILDING INSPECTOR	76,504	0	0	0	0	0
INSPECTOR II - CODE	63,568	0	0	0	0	0
INSPECTOR II	63,983	44,539	61,298	61,298	61,298	61,298
EXECUTIVE ASSISTNT OPDS	0	60,219	64,000	61,500	61,500	61,500
OFFICE ASSISTANT II (35)	94,931	94,931	136,555	94,567	94,567	94,567
OFFICE ASST. III (40)	56,439	0	0	0	0	0
Total FTE Salaries & Wages	$1,010,112	$977,105	$1,059,150	$1,018,931	$1,018,931	$1,018,931

HUMAN SERVICES #1051

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made in this function. The overall decrease in this budget is $147 or 0.0%. Personnel Services are down $104 and operating expenses are down $43.

Approximately 100 of Connecticut's 169 Towns currently maintain Youth Service Bureaus (YSB's). Groton's YSB was first established in 1973 when grants for such were offered by the State through its CT Planning Committee on Criminal Justice. The philosophy was/is to offer prevention and intervention services to children and families at the local community level, thus strengthening families and building stronger communities. YSB's provide support to families; deter youth from the juvenile justice system and offer prevention and intervention services free-of-charge to families of at-risk youth.

The goal of the Human Services department is to offer those in need in the Groton community a combination of Department-sponsored and community-based services based upon expressed need and respective eligibility criteria, providing opportunities for vulnerable individuals and families to become contributing members within the Town's social and economic base.

The Department of Human Services has come a long way from its creation as the Department of Welfare via the 1957 Town Charter. In 1977, as a result of a Charter Revision recommendation, the department was renamed the Department of Social Services. In 1993, when the department became responsible for Groton Youth and Family Services and the Groton Family Support Center in addition to its social services component, it was determined the overall department name should be changed to Groton Human Services. Through its three divisions, (Groton Social Services, Groton Youth and Family Services, Groton Family Support Center,) the Human Services Department provides guidance, support, advocacy, counseling, financial assistance and emergency resources to eligible persons in the Groton community who are in need of short-term, temporary help to achieve stability and self-sufficiency. All services are provided at the Human Services Building, with the exception of some counseling and support services which are offered in local schools or clients' homes; prevention programs are also offered at separate, community locations.

In an effort to bring regionally-based services to those in need, the Human Services Department allows itinerant services such as the TVCCA WIC Program, MASH (family homeless shelter), SNAP (Food Stamps) and the United Way Mobile Food Pantry to routinely use the facilities at the Human Services Building. The Department actively seeks and invites such services to participate at the local level and continually assesses community needs to ascertain what the Department and/or other area programs might provide to fill identified service gaps. Groton Community Meals, a local soup kitchen initially created by the Department and the local faith community, utilizes storage space in the Human Services Building and shares refrigerators and freezers with the Groton Food Locker.

Financial assistance to clients is based upon respective eligibility criteria for various department-based local, regional and State programs. Over $100,000 is annually donated to the department's direct assistance programs and donations of food, clothing, diapers/baby formula, personal incidentals, household cleaning products, students' backpacks, holiday toys, bikes and gift cards totaling over $350,000 are managed and disbursed by department staff.

The proposed FYE 18 budget maintains the Department's existing level of service. Department staffing has remained stable for several years with eight full time employees and one part-time employee (Counselor II).

The Department receives two annual grants from the State Department of Education (DOE) based upon its provision of intervention and prevention-focused (Youth Services Bureau) services for youth: A Youth Services Enhancement grant at $7550 and a Youth Services Bureau (YSB) grant at $27,242. The Department's Youth Services Advisory Committee, which meets every other month throughout the school year, is a State DOE requirement for YSB grant funding. Monies from the Enhancement Grant offset some of the Department's

purchases of program and general office supplies; monies from the regular State DOE grant supplant a portion of the Counselors' salaries.

Cost Center 0 – Leadership & General Support

This cost center includes the salaries for the Director, the Financial Assistant II and the Office Assistant II. It also covers the Director's membership in CT Local Administrators of Social Services (CLASS) and CT Association of Municipal Agents for the Elderly (CAMAE), lease and maintenance fees for color printer, shredder and copier, contributions for vehicle maintenance and fuel costs, the Department's postage and printing costs and general office supplies. Staff vehicle mileage is consistently low because the car is used primarily for local trips in New London County. However, the car is routinely utilized for making weekly trips to pick up donations from the Gemma Moran United Way Food Center in New London, Panera Bread in Waterford and BJ's in Waterford. The Department does not reimburse employees for use of their own vehicles and therefore, the staff car is used regularly for home and school visits, meetings, group activities, community events, etc. There were 172 staff car trips in FYE 2015 and we are estimating 185 for FYE 2016.

Cost Center 1 – Case Management & Financial Assistance

The Social Workers represent the Department at community events throughout the year, facilitate "Family Forum" programs on GMTV-2, help produce the Department's annual holiday distributions and assist veterans, seniors, the disabled and income-eligible Groton residents via a myriad of local, regional and State programs, including Groton Emergency Energy Fund, Operation Fuel, Project Warm-Up, Groton Utilities Energy Assistance Program, TVCCA/State Energy Assistance Program, the Emergency Food and Shelter Program (formerly FEMA), the State Tax Relief Program for Elderly and Totally Disabled Renters (Renters' Rebate), the Spicer Fund, the Perkins Fund and the Department's Donations Trust Fund. Emergency food, personal incidentals and household cleaning products are provided by the Social Workers via the Groton Food Locker, which is housed in the basement of the Human Services Building and managed by Human Services staff. The non-profit fiduciary for the Food Locker (since the 1960's) is the Mystic Congregational Church. The donations (totaling over $350,000 annually) of food, clothing, diapers/baby formula, personal incidentals, household cleaning products, store gift cards, students' backpacks, etc., are directly disbursed to eligible clients by the Social Workers.

This cost center previously included a line item for evictions ($1500) to cover the transport to Willimantic Waste of one (1) mobile home, removed from its lot in an eviction action. Dismantling/disposal expenses for the mobile home would be covered by Public Works. In the past two years, no mobile homes have been transported. In years past, the Department covered eviction expenses, including moving and storage fees, for all Groton evictions but new State laws have limited municipal involvement in evictions to storage only. The Town has a storage unit at its Transfer Station where it stores evicted tenants' possessions for 15 days prior to disposal. Mobile homes used to be stored and demolished at the Town Landfill but are now removed immediately to Willimantic Waste.

	FYE 15	FYE 16
Average Monthly (duplicated) Caseload per Social Worker	73	79
Total Unduplicated Cases FY	880	890
Renters Rebate Applications	614	625
TVCCA/State Energy Assistance Apps	192	220
Evictions Processed	47	50

*Total #'s for 3 Social Workers combined

Cost Center 4 – Crisis Intervention & Short Term Counseling

Includes the salaries for the Department's full-time (1) and part-time (1, 20 hours/week) Counselors II who provide intervention and prevention services via Groton Youth and Family Services (GYFS) for children ages 5-18 who reside in Groton. Short-term counseling is offered as well as crisis intervention and preliminary screenings (ADD, ADHD, abuse, suicidal ideation) for children at risk. Prevention services are collaborative and community-based, year-round activities, such as the Groton Sailing Program, that focuses on skills-building, communications and interpersonal relationships for identified, at-risk youth. The f/t GYFS Counselor is directly involved with the Sailing Program including mentoring students on and off the water. Both Counselors also work with assigned youth referred by local Police and School officials to the Groton Juvenile Review Board (JRB). The Counselors are involved with their colleagues in the Department's holiday distribution programs and other community events throughout the year. The part-time Counselor teams up with the Department Director to coordinate the Department's Annual Child Abuse Prevention Initiative, which includes a poster contest for all Groton Third Graders focusing on feeling safe in their homes, schools and community; twelve winning posters appear in the Department's "Drawing Wisdom From Kid's Calendar," which is circulated throughout the Town and region.

	FYE 15	FYE 16
Average Monthly Caseload F/T Counselor	13	15
Average Monthly Caseload P/T Counselor	7	8
Total YFS Cases	54	62
Total JRB Cases	15	20
Youth Participating in Sailing Program	37	37

Cost Center 5 – Support Services/Community Education/Prevention Programs

Includes the salary for the Department's full-time Counselor II with the Groton Family Support Center (FSC) who provides parenting advice and support to parents/guardians through office visits and home visits; the Counselor teaches parents/guardians how to advocate for their children's best interests at school PPT's, some of which are attended by the Counselor; the Counselor networks with DCF, DDS, DSS and other area agencies with the goal of stabilizing families and promoting healthy, safe and nurturing relationships between children and their parents/guardians. The Counselor facilitates Family Forums on GMTV-2 regarding parenting/family issues, is the lead instructor in Active Parenting classes offered by the Department, co-mentors youth in the Groton Sailing Program (year-round) and also facilitates support groups including Grandparents Raising Grandchildren (monthly group) and the Moms' Craft Group (weekly group during school year). The Counselor is involved in community and Department programs throughout the year, including the annual holiday distributions of food and toys, and the current Counselor also serves as the Chairperson of the Groton Juvenile Review Board (JRB), which meets on a monthly basis.

	FYE 15	FYE 16
Counselor's Average (duplicated) Monthly Caseload	13	15
Total FSC (unduplicated) Cases	35	40
Participants in Grandparents Raising Grandchildren Group	30	30
Parenting Program Participants	25	30

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: HUMAN SERVICES
DEPARTMENT: HUMAN SERVICES
FUNCTION: HUMAN SERVICES 1051

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	568,349	570,871	569,957	570,767	570,767	570,767	570,767
Operating Expenses	18,118	6,675	6,675	6,632	6,632	6,632	6,632
Total Appropriation	$586,467	$577,546	$576,632	$577,399	$577,399	$577,399	$577,399
COST CENTERS							
10510 LEADERSHIP/GEN SUPPT	221,235	218,859	218,859	218,483	218,483	218,483	218,483
10511 CASE MGMT/FIN ASSIST	181,061	189,542	188,675	189,103	189,103	189,103	189,103
10514 CRISIS INTER/COUNSEL	114,672	103,256	103,205	103,883	103,883	103,883	103,883
10515 SUPPORT SERV/COM ED/	69,499	65,889	65,893	65,930	65,930	65,930	65,930
Total Cost Centers	$586,467	$577,546	$576,632	$577,399	$577,399	$577,399	$577,399
FINANCING PLAN							
MISC STATE REVENUE	0	7,026	0	0	0	0	0
TVCCA-SUPP HOUS PROG	9,000	9,000	4,500	9,000	9,000	9,000	0
YOUTH SERVICE BUREAU	29,859	29,859	27,242	27,242	27,242	27,242	27,242
MISC-UNCLASSIFIED	1,610	0	200	0	0	0	0
LEASE FEES	550	550	550	550	550	550	550
GENERAL FUND	545,448	531,111	544,140	540,607	540,607	540,607	549,607
Total Financing Plan	$586,467	$577,546	$576,632	$577,399	$577,399	$577,399	$577,399

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: HUMAN SERVICES
DEPARTMENT: HUMAN SERVICES
FUNCTION: HUMAN SERVICES 1051

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	482,670	491,916	491,922	491,941	491,941	491,941	491,941
5105 LONGEVITY PAY	3,360	3,745	2,940	3,675	3,675	3,675	3,675
5109 SALARY ADJUSTMENTS	7,463	0	0	0	0	0	0
5110 REGULAR PART TIME	35,112	34,591	34,591	34,591	34,591	34,591	34,591
5112 SICK INCENTIVE	100	50	0	0	0	0	0
5116 WAGE CONTINUATION	483	0	0	0	0	0	0
5151 SOCIAL SECURITY	39,161	40,569	40,504	40,560	40,560	40,560	40,560
Total Personnel Services	$568,349	$570,871	$569,957	$570,767	$570,767	$570,767	$570,767
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	1,819	2,852	2,852	2,852	2,852	2,852	2,852
5210 PROFESS DEVELOP/TRAI	130	130	130	130	130	130	130
5260 REPAIRS & MAINT-FAC/	619	619	619	619	619	619	619
5290 PROFESS/TECHNICAL SE	12,413	0	0	0	0	0	0
5300 MATERIALS & SUPPLIES	1,085	2,360	2,360	2,360	2,360	2,360	2,360
5315 VEHICLE REPLACEMENT	193	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	300	450	450	400	400	400	400
5317 VEHICLE FUEL	393	264	264	271	271	271	271
5318 COMPUTER REPLMNT FEE	1,166	0	0	0	0	0	0
Total Operating Expenses	$18,118	$6,675	$6,675	$6,632	$6,632	$6,632	$6,632
GRAND TOTAL	$586,467	$577,546	$576,632	$577,399	$577,399	$577,399	$577,399

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: HUMAN SERVICES
DEPARTMENT: HUMAN SERVICES
FUNCTION: HUMAN SERVICES 1051

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIR OF HUMAN SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SOCIAL WORKER II	3.00	3.00	3.00	3.00	3.00	3.00
COUNSELOR II	2.00	2.00	2.00	2.00	2.00	2.00
FINANCIAL ASSISTANT II	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	1.00	1.00	1.00	1.00	1.00	1.00
Total FTE Personnel	8.00	8.00	8.00	8.00	8.00	8.00
FTE SALARIES & WAGES						
DIR OF HUMAN SERVICES	96,794	96,794	96,794	96,794	96,794	96,794
SOCIAL WORKER II	175,267	175,267	175,665	175,665	175,665	175,665
COUNSELOR II	121,015	121,020	121,020	121,020	121,020	121,020
FINANCIAL ASSISTANT II	51,375	51,375	51,178	51,178	51,178	51,178
OFFICE ASSISTANT II (35)	47,465	47,465	47,284	47,284	47,284	47,284
Total FTE Salaries & Wages	$491,916	$491,921	$491,941	$491,941	$491,941	$491,941

HUMAN SERVICES ASSISTANCE FUND #7320

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget is $17,600 or 50.3%.

These funds are used to provide resources which enable the Department of Human Services to meet the emergency needs of eligible clients who are experiencing short term financial hardship and to provide resources for the Department in the areas of child abuse prevention, parenting workshops, support groups and community based activities for at-risk children and youth.

Cost Center 0 – Elihu Spicer Trust

The Spicer Trust Fund was established in 1979 as a result of a stipulated judgment from Superior Court which required the Town of Groton to establish a trust fund in the amount of $196,995 for the "benefit, maintenance and support of the poor residents of the Town of Groton and such other residents as said Town is or may be legally liable to support." The interest and/or principal of the fund are used to assist residents in need whose income falls within 175% of the Federal Poverty Level (Example- Family of 4, $43,000). The balance of this fund was $24,370 as of 06/30/16. The fund is utilized separately or in combination with other Department resources to meet clients' needs. The maximum annual Spicer Fund benefit per client household is $300. Looking ahead, Spicer may have approximately $7,400 available for FYE 18, allowing for unused fund balance and donations received.

	FYE 16	FYE 17
Clients Served/Anticipated	77	80
Total Assistance Provided (Rent, Utilities, Misc.)	$20,404	$20,000

Cost Center 2 – Flora Perkins Trust

The Flora Perkins Trust was established in 2000, when the Town received a check from the Estate of Flora F. Perkins for $144,079.36, resulting from Mrs. Perkins' *"love for young children and (her) concern that they be properly fed and cared for."* Mrs. Perkins made her bequest to Groton Youth and Family Services *"for use in the furtherance of its charitable objectives."* By action of the Town Council, the Town immediately re-gifted $44,000 to the then-fledgling Boys and Girls Club of SE CT. In 2001 the Town received a check in the amount of $8,017.25, "representing the final distribution of the residue and remainder of the (Perkins) Estate." The balance of this fund was $57,919 as of 6/30/16.

The Perkins Trust appropriation supplants program funding that is no longer available to Human Services via the General Fund. Approximately $3,500 - $4,000 is spent annually from the Perkins Fund for the Department's Child Abuse Prevention activities, including printing a calendar, "Drawing Wisdom from Kids," which features artwork created by Groton third grade students and seeks to educate and inform the public about keeping kids safe in our homes, schools and community.

The Perkins Fund has been utilized as a back-up to the Spicer Fund, adhering to the same eligibility criteria and assistance levels as Spicer and offering financial assistance as needed to Groton families with children. The Fund was substantially untouched in FYE17, however, when it was not immediately determined if funding would be needed to allow the dept to pay for its clinical consultant, which had been cut from the dept's main budget. Subsequently, it was determined by the Director not to continue with the consultant and also, not to pay for the CAPI calendar printing and related expenses from this fund. Similarly, it was determined by the Director that the fund should remain untouched with regard to client assistance (instead, deferring to Spicer Fund during FYE17) to allow the balance in Perkins to remain intact for future years' use.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: EXPENDABLE TRUST FUNDS
DEPARTMENT: TRUST FUNDS
FUNCTION: HUMAN SERV ASST FUND 7320

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	32,500	35,000	19,500	17,400	17,400	17,400	17,400
Total Appropriation	$32,500	$35,000	$19,500	$17,400	$17,400	$17,400	$17,400
COST CENTERS							
73200 ELIHU SPICER TRUST	29,016	25,000	19,000	7,400	7,400	7,400	7,400
73202 FLORA PERKINS TRUST	3,484	10,000	500	10,000	10,000	10,000	10,000
Total Cost Centers	$32,500	$35,000	$19,500	$17,400	$17,400	$17,400	$17,400
FINANCING PLAN							
INTEREST INCOME	343	115	325	300	300	300	300
DONATIONS	3,150	2,000	2,000	2,000	2,000	2,000	2,000
PAYMENTS FROM OTHER FUNDS	22,000	0	0	0	0	0	0
FUND BALANCE APPLIED	7,007	32,885	17,175	15,100	15,100	15,100	15,100
Total Financing Plan	$32,500	$35,000	$19,500	$17,400	$17,400	$17,400	$17,400

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: EXPENDABLE TRUST FUNDS
DEPARTMENT: TRUST FUNDS
FUNCTION: HUMAN SERV ASST FUND 7320

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	3,182	0	0	3,000	3,000	3,000	3,000
5290 PROFESS/TECHNICAL SE	0	6,290	0	0	0	0	0
5300 MATERIALS & SUPPLIES	0	460	500	1,000	1,000	1,000	1,000
5601 TRANSPORTATION	0	200	0	0	0	0	0
5611 BURIALS	0	150	0	0	0	0	0
5616 UTILITIES	248	10,750	0	2,000	2,000	2,000	2,000
5617 RENTALS	29,070	15,500	19,000	11,400	11,400	11,400	11,400
5619 FOOD/CLOTHING	0	1,000	0	0	0	0	0
5620 DOCTOR FEES	0	150	0	0	0	0	0
5621 PRESCRIPTIONS	0	500	0	0	0	0	0
Total Operating Expenses	$32,500	$35,000	$19,500	$17,400	$17,400	$17,400	$17,400
GRAND TOTAL	$32,500	$35,000	$19,500	$17,400	$17,400	$17,400	$17,400

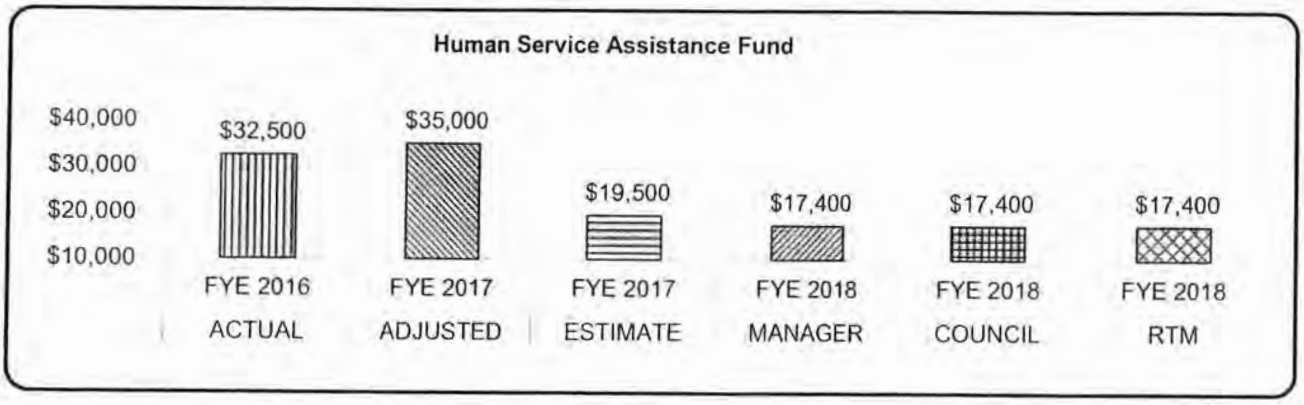
TOWN OF GROTON, CT
FYE 2018 BUDGET

HUMAN SERVICE ASSISTANCE FUND: #7320

Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

Fund Balance Applied - represents the amount of unassigned fund balance in the Human Services Assistance Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4412 Interest Income	$ 343	$ 115	$ 325	$ 300	$ 300	$ 300
4750 Donations	$ 3,150	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000
4766 Payments from Other Funds	$ 22,000	$ 0	$ 0	$ 0	$ 0	$ 0
4999 Fund Balance Applied	$ 7,007	$ 32,885	$ 17,175	$ 15,100	$ 15,100	$ 15,100
Total	$ 32,500	$ 35,000	$ 19,500	$ 17,400	$ 17,400	$ 17,400



Audit Fund Balance as of 6/30/2016	$ 82,289
Estimated Fund Balance as of 6/30/17	$ 65,114
Estimated Fund Balance as of 6/30/18	$ 50,014
Fund Balance as a % of 2018 Expenditures	287.44%

GROTON PUBLIC LIBRARY #1063

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget is $1,951 or .01%. Personnel Services are up $6,311 and operating expenses are down $8,262.

Groton Public Library Fast Facts

- The Groton Public Library is open 68.5 hours each week.
  - Monday - Thursday 9 - 9; Friday 9 - 5:30; Saturday 9 - 5; Sunday 1-5 (September – April)
- In FYE 2016, the Library offered **1,040 programs attended by 25,463 people**.
- The Library has 1,981 followers on Facebook.
- The GPL website, www.grotonpl.org, provides access to the Library from home:
  - Place holds, renew materials through the online catalog.
  - Download an eBook, eMagazine, audio or video through the Library's participation in OverDrive, OneClick Digital and Tumblebooks (content specially chosen for children).
  - Research articles in your favorite newspapers and magazines, including full access to *Consumer Reports*.
  - Check out the complete schedule of library events on the online calendar or by signing up for delivery of the monthly newsletter to your email.
  - Discover museum passes, homebound delivery service, GMTV schedule and more! Did you know that you can send a print job from your home computer to the Library and print it out on our printers when you arrive?

Cost Center 0 – Leadership & General Support

Groton Public Library was nominated for the 2017 National Medal for Museum and Library Service awarded annually by the Institute of Museum and Library Services.

The Library's building renovation began in September, 2016, and was completed in March, 2017. The project, funded by a State Library Construction Grant, Town CIP funds and additional grants and contributions, offers an expanded local history room, state-of-the-art technology classroom and a renovated public computer area. Building maintenance projects including two HVAC units, ceiling tiles and other repairs were also carried out.

"CT Submarine Century" provided a focus for programming in 2016. The Library was asked to take the lead in developing a lecture series and related programs. Working with the Subbase Public Affairs Office, library staff coordinated lectures that were offered at venues throughout the region. A highlight was "Dining in the Deep," an opportunity for community members to learn about meal preparation on submarines and then partake of a meal in a Virginia-class submarine galley replica trainer. Also offered were "Library Day at the Nautilus Museum," crafts and stories for children at the Submarine Force Museum, home of the historic Nautilus submarine, and a StoryWalk™ at three locations featuring the children's book, "Super Submarines."

FYE 2017	Groton	Average Statewide
Total library expenses per capita	$43.05	$59.14
Visits per service hour	67.5	38.1
Circulation per service hour	97	49
Reference transactions per service hour	9.7	5.9

Cost Center 2 – Circulation & Technical Services

In early 2017, the online catalog was upgraded to offer enhanced functionality to searchers. Users can now search easily by format, view book recommendations and reviews and even locate an item when they misspell their search term.

Last year, 9,587 books and 1,280 non-print materials such as DVDs, music CDs and books on CD, were added to the Library's collection. The Library had **223,734 visitors and circulated 320,460 items** last year 1,847 uses of library meeting rooms were recorded for non-profit groups in FY 2016.

Cost Center 3 – Audio Visual & Video Services

Groton Municipal Television (GMTV) now has a YouTube channel which provides higher quality video streaming, increased storage capacity, improved searching and limited closed captioning ability. 148 programs were produced (2nd highest total in 29 years) and 5,516 hours of programming were aired (with a monthly record of 562 hours for April 2015). A $58,349 Neighborhood Assistance Act grant was obtained to replace the studio lights with LED fixtures which will lead to energy savings.

Cost Center 5 – Public Services

The Library's collection size, welcoming staff, community-centered programs, reputation for successful collaborations and extended hours meet the needs of Groton's citizens. In addition to the services offered to the 223,000 people who enter the building, outreach is provided to daycare centers, Groton schools, moderate/low-income neighborhoods and assisted living and nursing homes. We also target programs to community members with special needs and our military residents.
Program highlights:

- The Library is now a Passport Acceptance Facility and can process new passport applications and renewals.
- GPL provides monthly hands-on activities for children, usually science or art based, at Branford Manor. The summer reading program is brought to the residents once each week throughout the summer. This year, a year-round story time was added at the location. All programs are in response to the lack of transportation reported by residents and are a partnership with Children First Groton.
- Book Buddies is a literacy-based, intergenerational collaboration between the Library and the Groton Public Schools. Student Book Buddies receive instruction from a Groton Public Library librarian on leading book and craft programs with their Senior Book Buddies. After the in-class instruction, the class and the librarian visit a nursing home or assisted-living facility to implement their program. The Library provides all of the books and craft materials with grant funding.
- The Library participates in the United States Department of Agriculture and National School Lunch Program providing breakfast and lunch for all children under the age of 18 throughout the summer.
- Collaboration with Connecticut College's Community Partnership Office led to increased funding, publicity and participation in the 2016 One Book program which featured Bryan Stevenson's *Just Mercy* and community conversations about justice, human rights and compassion.
- CT Humanities contacted the Library after the success of these programs and provided funding for a continued series of programs on race and ethnicity in the spring of 2017.
- The Library's Local History Fair is an annual event that brings together historical societies, house museums, genealogical organizations and more to provide a forum for them to promote their services.
- Adaptive programming for residents with special needs includes Social Circle, an inclusive club dedicated to helping tweens and teens develop social skills, strengthen friendships, and try new activities, and Picture This!, a traditional story time modified for adults.

The internet was used by 80,778 people and 252,778 people accessed the Library website. Computer classes on Word, Excel, PowerPoint, email, digital photography, apps, iPads and using Library resources were attended by 625 people. Computer assistance in the lab benefitted 1,212 people. Staff also answered 32,188 reference questions.

6-Jun-2017

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: LIBRARY
FUNCTION: GROTON PUBLIC LIBRARY 1063

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	1,450,638	1,434,565	1,413,736	1,440,876	1,440,876	1,440,876	1,440,876
Operating Expenses	214,792	215,435	216,356	212,173	207,173	207,173	207,173
Total Appropriation	$1,665,430	$1,650,000	$1,630,092	$1,653,049	$1,648,049	$1,648,049	$1,648,049
COST CENTERS							
10630 LEADERSHIP/GEN SUPPT	192,774	183,237	181,843	183,590	183,590	183,590	183,590
10632 CIRCULATION/TECHNICA	493,314	511,786	502,240	514,527	514,527	514,527	514,527
10633 AV/VIDEO SVCS	131,100	129,790	129,780	131,419	131,419	131,419	131,419
10635 PUBLIC SERVICES	848,242	825,187	816,229	823,513	818,513	818,513	818,513
Total Cost Centers	$1,665,430	$1,650,000	$1,630,092	$1,653,049	$1,648,049	$1,648,049	$1,648,049
FINANCING PLAN							
LIBRARY FINES	20,812	20,000	18,000	18,000	18,000	18,000	18,000
LIBR LOST & DAMAGED	3,363	3,400	2,900	3,400	3,400	3,400	2,900
LIBRARY FEES	16,292	16,500	14,000	14,000	14,000	14,000	14,000
LIBRARY COPIER FEES	6,432	6,200	5,600	5,500	5,500	5,500	5,500
MISC-UNCLASSIFIED	1,500	0	4,000	2,500	2,500	2,500	10,000
GENERAL FUND	1,617,031	1,603,900	1,585,592	1,609,649	1,604,649	1,604,649	1,597,649
Total Financing Plan	$1,665,430	$1,650,000	$1,630,092	$1,653,049	$1,648,049	$1,648,049	$1,648,049

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: LIBRARY
FUNCTION: GROTON PUBLIC LIBRARY 1063

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	1,167,884	1,174,040	1,159,284	1,164,384	1,164,384	1,164,384	1,164,384
5102 PART TIME PERSONNEL	144,036	150,945	140,545	159,881	159,881	159,881	159,881
5104 OVERTIME PAY	4,076	4,282	3,700	3,696	3,696	3,696	3,696
5105 LONGEVITY PAY	7,385	7,140	6,790	7,070	7,070	7,070	7,070
5109 SALARY ADJUSTMENTS	26,153	(7,791)	0	0	0	0	0
5112 SICK INCENTIVE	783	3,450	2,950	3,450	3,450	3,450	3,450
5116 WAGE CONTINUATION	223	0	0	0	0	0	0
5151 SOCIAL SECURITY	100,098	102,499	100,467	102,395	102,395	102,395	102,395
Total Personnel Services	$1,450,638	$1,434,565	$1,413,736	$1,440,876	$1,440,876	$1,440,876	$1,440,876
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	6,403	8,800	7,000	7,100	7,100	7,100	7,100
5210 PROFESS DEVELOP/TRAI	2,077	3,365	3,452	3,515	3,515	3,515	3,515
5220 UTILITIES/FUEL/MILEA	138	450	450	450	450	450	450
5230 PYMNTS/CONTRIBUTIONS	0	225	225	225	225	225	225
5260 REPAIRS & MAINT-FAC/	997	3,000	2,500	3,000	3,000	3,000	3,000
5261 SOFTWARE MAINT FEES	819	1,254	1,622	1,701	1,701	1,701	1,701
5290 PROFESS/TECHNICAL SE	20,590	24,875	24,141	25,750	25,750	25,750	25,750
5300 MATERIALS & SUPPLIES	169,942	172,850	176,350	169,850	164,850	164,850	164,850
5315 VEHICLE REPLACEMENT	875	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	300	300	300	300	300	300	300
5317 VEHICLE FUEL	471	316	316	282	282	282	282
5318 COMPUTER REPLMNT FEE	11,888	0	0	0	0	0	0
5400 EQUIP/MACHINRY& FURN	292	0	0	0	0	0	0
Total Operating Expenses	$214,792	$215,435	$216,356	$212,173	$207,173	$207,173	$207,173
GRAND TOTAL	$1,665,430	$1,650,000	$1,630,092	$1,653,049	$1,648,049	$1,648,049	$1,648,049

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: LIBRARY
FUNCTION: GROTON PUBLIC LIBRARY 1063

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIR OF LIBRARY SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
MGR OF LIBRARY PUBLIC SVC	1.00	1.00	1.00	1.00	1.00	1.00
MGR LIB TECH SVCS & CIRC	1.00	1.00	1.00	1.00	1.00	1.00
LIBRARIAN II	7.00	6.00	6.00	6.00	6.00	6.00
LIBRARIAN I - CIRCULATION	1.00	1.00	1.00	1.00	1.00	1.00
LIBRARIAN I - PUBLIC SERV	1.00	2.00	2.00	2.00	2.00	2.00
MUNICIPAL VIDEO SPECIALST	1.00	1.00	1.00	1.00	1.00	1.00
LIBRARY ASSISTANT I	2.00	2.00	2.00	2.00	2.00	2.00
MUNICIPAL VIDEO TECH	1.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT II	1.00	1.00	1.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	3.00	3.00	3.00	3.00	3.00	3.00
Total FTE Personnel	20.00	20.00	20.00	20.00	20.00	20.00
FTE SALARIES & WAGES						
DIR OF LIBRARY SERVICES	94,165	94,165	94,165	94,165	94,165	94,165
MGR OF LIBRARY PUBLIC SVC	75,983	75,983	75,983	75,983	75,983	75,983
MGR LIB TECH SVCS & CIRC	80,584	80,584	80,584	80,584	80,584	80,584
LIBRARIAN II	438,679	375,465	375,213	375,213	375,213	375,213
LIBRARIAN I - CIRCULATION	51,722	51,850	52,542	52,542	52,542	52,542
LIBRARIAN I - PUBLIC SERV	50,837	99,109	100,701	100,701	100,701	100,701
MUNICIPAL VIDEO SPECIALST	70,080	70,080	70,080	70,080	70,080	70,080
LIBRARY ASSISTANT I	79,248	78,485	79,641	79,641	79,641	79,641
MUNICIPAL VIDEO TECH	41,396	42,220	42,896	42,896	42,896	42,896
FINANCIAL ASSISTANT II	48,946	48,946	50,727	50,727	50,727	50,727
OFFICE ASSISTANT II (35)	142,396	142,396	141,851	141,851	141,851	141,851
Total FTE Salaries & Wages	$1,174,038	$1,159,283	$1,164,384	$1,164,384	$1,164,384	$1,164,384

BorrowIT CT #3310

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget is $17,431 or 26.6%. Personnel Services are down $584 and operating expenses are down $16,847.

- BorrowIT CT, formerly known as Connecticard, provides for the disbursement of state aid received by the Town through its participation in the borrowIT CT program. **BorrowIT CT allows residents of any town in the state to use their library cards to borrow materials from any participating library**. Funds received can only be used for general library purposes. State funding for the Connecticard program continues to decline and future funding is uncertain. It has been proposed for elimination in the upcoming state budget.

Impact of Funding Changes to borrowIT CT(formerly Connecticard) Since 2011

Fiscal Year	Actual Funding (After Rescissions)	% Reduction From 2011	% Reduction From Previous Year
2011	$ 1,226,028		
2012	$ 1,000,000	18%	18%
2013	$ 1,000,000	18%	0%
2014	$ 1,000,000	18%	0%
2015	$ 950,000	23%	5%
2016	$ 837,540	32%	12%
2017	$ 806,000	34%	4%

To Populate Table Below, Choose Your Public Library Here — Groton ~ Groton Public Library

Year	Actual Payments Received (2017 is an Estimate Based on 2016 Data)	Estimated Payment If There Was Level Funding Since 2011
2011	$46,226	$46,226
2012	$33,487	$39,661
2013	$32,405	$38,379
2014	$28,565	$33,831
2015	$32,705	$40,068
2016	$28,947	$38,119
Estimated 2017	$27,857	$37,401
TOTALS	$173,388	$198,165

No funding reduction in this year
No funding reduction in this year

Groton ~ Groton Public Library	
Estimated Impact of Funding Cuts Since 2011	$24,777

Compiled by Tom Newman, Division of Library Development, CT State Library

Cost Center 0 – BorrowIT CT

These funds cover maintenance fees for the integrated library system (ILS) which is shared by the Waterford, Mystic & Noank, Bill Memorial and Groton Public libraries. Annual maintenance fees for other software applications used by the public are also included. Last year, significant equipment purchases were included for the technology lab. This year's request proposes a kiosk for the children's room that incorporates 4 iPads customized with educational apps chosen for children and 2 microphones for library programming and GMTV use.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: LIBRARY
FUNCTION: BORROWIT CT 3310

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	13,265	14,136	6,719	13,552	13,552	13,552	13,552
Operating Expenses	29,195	51,501	35,002	35,718	34,654	34,654	34,654
Total Appropriation	$42,460	$65,637	$41,721	$49,270	$48,206	$48,206	$48,206
COST CENTERS							
33100 BORROWIT CT	42,460	65,637	41,721	49,270	48,206	48,206	48,206
Total Cost Centers	$42,460	$65,637	$41,721	$49,270	$48,206	$48,206	$48,206
FINANCING PLAN							
INTEREST INCOME	228	250	200	175	175	175	175
STATE GRANTS	362	900	0	0	0	0	0
BORROWIT CT GRANT	28,947	28,500	27,500	0	0	0	0
FUND BALANCE APPLIED	12,923	35,987	14,021	49,095	48,031	48,031	48,031
Total Financing Plan	$42,460	$65,637	$41,721	$49,270	$48,206	$48,206	$48,206

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: LIBRARY
FUNCTION: BORROWIT CT 3310

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5102 PART TIME PERSONNEL	12,322	13,131	6,242	12,589	12,589	12,589	12,589
5151 SOCIAL SECURITY	943	1,005	477	963	963	963	963
Total Personnel Services	$13,265	$14,136	$6,719	$13,552	$13,552	$13,552	$13,552
OPERATING EXPENSES							
5261 SOFTWARE MAINT FEES	26,947	25,125	24,518	24,920	24,920	24,920	24,920
5290 PROFESS/TECHNICAL SE	840	840	840	840	840	840	840
5318 COMPUTER REPLMNT FEE	1,208	0	0	1,580	1,580	1,580	1,580
5400 EQUIP/MACHINRY& FURN	200	2,000	0	2,000	936	936	936
5410 COMPUTER EQUIPMENT	0	23,536	9,644	6,378	6,378	6,378	6,378
Total Operating Expenses	$29,195	$51,501	$35,002	$35,718	$34,654	$34,654	$34,654
GRAND TOTAL	$42,460	$65,637	$41,721	$49,270	$48,206	$48,206	$48,206

TOWN OF GROTON, CT
FYE 2018 BUDGET

BorrowIT CT FUND REVENUES: #3310

Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

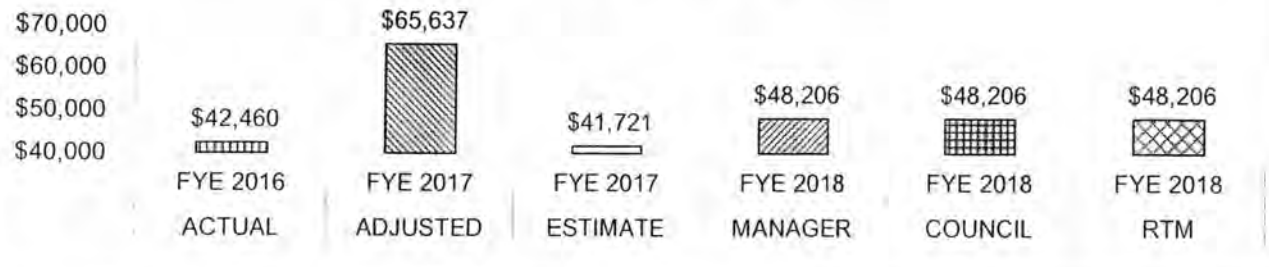
State Grants - Each public library shall be eligible to receive a state grant of $1,200 providing the requirements of CGS 11-24b are met.

BorrowIT CT - a Grant which reimburses the Library for services rendered to nonresidents. This grant may be used for general library purposes and no portion of the money shall revert to the General Fund.

Fund Balance Applied - represents that amount of unassigned Fund Balance in the BorrowIT CT Fund to be used to fund the budget for the fiscal year

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4412 Interest Income	$ 228	$ 250	$ 200	$ 175	$ 175	$ 175
4507 State Grants	$ 362	$ 900	$ 0	$ 0	$ 0	$ 0
4745 BorrowIT CT Grant	$ 28,947	$ 28,500	$ 27,500	$ 0	$ 0	$ 0
4999 Fund Balance Applied	$ 12,923	$ 35,987	$ 14,021	$ 48,031	$ 48,031	$ 48,031
Total	$ 42,460	$ 65,637	$ 41,721	$ 48,206	$ 48,206	$ 48,206

BorrowIT CT Fund Revenues



Audit Fund Balance as of 6/30/2016	$ 62,052
Estimated Fund Balance as of 6/30/17	$ 48,031
Estimated Fund Balance as of 6/30/18	$ 0
Fund Balance as a % of 2018 Expenditures	0.00%

PARKS & RECREATION #1064

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget is $43,380 or 2.7%. Personnel Services decreased $47,429 and operating expenses are up $4,049.

Impact of Budget Cuts by Town Manager/Council/RTM

- Cut part-time Account Clerk position
- Cut Fireworks Event overtime
- Removed Scholarship contribution
- Reduced Materials & Supplies
- Reduced Staff Training
- Reduced Office Supplies
- Reduced Vehicle Maintenance

Public Works
Cuts to the Public Works Department resulted in Parks and Recreation picking up some additional operational expenses to seasonal recreational facilities. To absorb those additional expenses, we will not fill two summer seasonal positions.

Highlights & Goals

The Department consists of Recreation Services, Senior Services and Parks and Maintenance Divisions.

Parks and Recreation provides services that positively impact **quality of place** an important part of an economic development strategy because it drives where people want to live, work and invest. Additionally, our programs and services contribute to the economy of Groton.

The department promotes "active and healthy lifestyles" through walking programs, youth programs and adult and senior fitness classes, hiking trails, health screenings and serving affordable healthy meals.

We practice conservation of natural resources, through tree care, trail maintenance and the management of open spaces.

We strive for "social equity" through scholarship programs, providing activities for individuals with special needs, providing ADA compatible recreational facilities and transportation for seniors to get to Doctor's offices and other essential appointments.

Finally the department brings money into the community through our special events and programs. Last year 24% or $132,000 of our recreation program revenue came from non-residents.

This fund contains the full time employee salaries for the recreation division, senior center and parks. Cost centers in this fund include:

Cost Center 0 – Leadership & General Support

The department continues to focus on two goals, revenue diversification and improving operational efficiencies. We are looking at our assets and trying to determine how we can diversify revenue through those assets. This year we assumed the printing of "Discover 55+" the monthly Sr. Center newsletter. Revenue from the sale of ads will pay for the printing cost and allow us to generate additional revenue.

At the Senior Center we introduced a new registration program that will reduce staff time spent entering registrations and allow customers to sign up for classes online. We have expanded our marketing to a regional level through the use of a regional website for Senior Centers. The Groton Senior Center page receives 234 inquiries monthly on average through the regional site.

Next year we will be developing and implementing a volunteer recruitment program to allow the Senior Center to continue providing programs and services without impacting the budget.

In the Parks division we developed a mobile vendor permit process. There has been a growing interest in vendors wanting to offer services to those using the parks. Revenue in the amount of $2,650 was generated through the new permitting process. We expect this program to grow as vendors become aware of this opportunity.

This year the department took advantage of a retirement in the Parks Division to reallocate staff responsibilities among the Office Assistants in the Recreation Division helping to reduce personnel costs.

We have worked to cultivate our relationship with local business to increase the sponsorship dollars to help offset program fees. For the second year in a row we got a sponsor for each of the 27 teams in the youth basketball program. Sponsorship money collected $5,400. In 2016 the Senior Center raised $5,000 through sponsorships, and fundraising. The Recreation division raised $30,798 in cash sponsorships and $26,000 (in-kind) radio ads in exchange for recognition at special events. The goal for next year is to increase sponsorship money to $65,000.

Recreation, Golf and the Senior Center all utilize social media to market programs. Posts are made on a regular basis among all three webpages. Ads promoting programs and events are increasingly being used. Facebook ads allow us to target users that meet specific demographic and interests.

The Recreation Division developed a partnership with L&M Hospital to promote the use of parks as a resource to improve resident's health. The department and L&M offered a series of walks at Poquonnock Plains Park where a doctor would discuss with participants common ailments and measures they could take to correct them. This year we are working to expand the program to include Parks Prescriptions. The goal is that physicians will prescribe activities in parks to their patients as a supplement or as an alternative to medication.

Staff will also be developing a campaign to increase donations to the program scholarship fund. The fund will allow families that can't afford our programs have their child participate.

Cost Center 1 – Summer Playground Program

Costs associated with this cost center include the administration (development, planning, contract negotiations and hiring of staff) for summer camps. Twenty-eight camps were offered last summer, including specialty sport camps, and day camps. Day camps are offered in three different sites, each site had a free lunch program available, and approximately 7,500 free lunches were served. There were 2,153 children attending camp this past summer.

Choices for specialty camps vary yearly to meet changing interest and demands. Proposed new camps for this coming year include a high level Tennis and Golf Camp.

Cost Center 2 – Programs & Events

Develop programs that meet the communities need for recreational, sports, social and cultural opportunities. Programs and events offered change based on changing interests and demands of the community. Last year a number of new programs were offered for toddlers, children and adults. Many of the adult programs focused on exercise. This coming year we are planning two new events, a Mud Run for all ages and a Halloween themed race. Races have been very popular and help generate revenue for the department.

Cost Center 3 – Special Needs Program

Provide programs to meet the unique needs of citizens with special needs. Fifty-two special needs classes were offered last year with a total enrollment of 639 participants. Staff is currently applying for grants that will help provide equipment to support existing programs.

Cost Center 4 – Senior Food Concession

The food concession provides affordable, healthy food to seniors. It includes part-time office/accounting support associated with the Senior Food Concession and kitchen Chef. At the senior center we added a "Grab and Go" meal option that has increased the number of meals served by 138/month. Meals are served Monday – Friday, from 8:30-10:30 and 11:15-12:45. The base price of a meal is $4.75. All meals are prepared as reduced sodium and fat. A salad bar and healthy snack options are available.

Cost Center 5 – Senior Transportation Program

Our Senior Transportation supports senior independent living by providing essential transportation for medical, grocery shopping and banking appointments. We have training for drivers to promote safe operation of vehicles. This year Groton received a Transportation grant for $44,500 from the State for transportation services for medical transportation out of our service area. We provided 4,858 rides for medical, shopping, special events and transportation to and from the Senior Center.

Cost Center 6 – Senior Programs & Services

Senior programs and services encourage and develop physical, mental and social well-being of seniors through various programs and wellness services. Programs also create opportunities to keep seniors connected to the community through outreach activities. Ninety-eight percent of the 367 programs offered, ran last year.

To help keep program costs affordable for all seniors, staff works with area foundations and agencies to obtain grants to support new programming. This year we have submitted grant requests to offer two new programs Active Living Every Day and NCOA's Aging Mastery Program. Both of these programs are designed to help adults 55+ transition from working to retirement and maintaining healthy lifestyles.

Cost Center 8 – Parks Maintenance

Parks Maintenance protects and maintains the town's investment in public parks, recreational facilities and open space. Work includes: athletic field maintenance, landscaping, tree care and trail maintenance. It provides landscaping to numerous municipal building and non-park properties. Work also includes working with Groton Public Schools in maintaining some of their properties. The Town does receive a payment from the BOE for providing the field maintenance.

The Parks Division is looking at ways to reduce mowing time and expense through growth regulators and converting some mowed areas to wildflowers which require less maintenance.

Cost Center A – Community Events

We offer community–focused events that bring citizens and families together, including annual community wide celebrations such as the Fourth of July Parade, Thames River Fireworks at Fort Griswold, Groton's Fall Festival, and the Holiday Lights Parade.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: PARKS & RECREATION
FUNCTION: PARKS & RECREATION 1064

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	1,399,888	1,442,783	1,437,622	1,417,860	1,395,354	1,395,354	1,395,354
Operating Expenses	263,029	187,183	187,354	232,032	191,232	191,232	191,232
Total Appropriation	$1,662,917	$1,629,966	$1,624,976	$1,649,892	$1,586,586	$1,586,586	$1,586,586
COST CENTERS							
10640 LEADERSHIP/GEN SUPPT	220,685	216,115	215,897	228,027	207,272	207,272	207,272
10641 SUMMER PLAYGROUND PR	542	15,651	15,652	30,652	15,652	15,652	15,652
10642 PROGRAMS & EVENTS	259,414	302,807	302,545	309,154	289,547	289,547	289,547
10643 SPECIAL NEEDS PROGRA	15,854	15,651	15,652	16,452	15,652	15,652	15,652
10644 SR FOOD CONCESSION	58,098	60,917	60,898	62,248	68,154	68,154	68,154
10645 SR TRANSPORTATION PR	161,686	155,074	146,976	157,741	157,741	157,741	157,741
10646 SR PROGRAMS & SERVIC	353,316	280,703	306,212	273,609	273,609	273,609	273,609
10648 PARKS MAINTENANCE	564,468	552,183	529,929	534,740	531,240	531,240	531,240
1064A COMMUNITY EVENTS	28,854	30,865	31,215	37,269	27,719	27,719	27,719
Total Cost Centers	$1,662,917	$1,629,966	$1,624,976	$1,649,892	$1,586,586	$1,586,586	$1,586,586
FINANCING PLAN							
BOE-FHS/GRND MOWING	55,010	56,660	56,660	58,360	58,360	58,360	58,360
SENIOR CTR FEES	56,170	2,500	2,200	2,500	2,500	2,500	2,500
PARK & RECREATION RENTALS	455	1,500	500	500	500	500	500
LEASE FEES	6,820	5,000	9,500	5,000	5,000	5,000	5,000
GENERAL FUND	1,544,462	1,564,306	1,556,116	1,583,532	1,520,226	1,520,226	1,520,226
Total Financing Plan	$1,662,917	$1,629,966	$1,624,976	$1,649,892	$1,586,586	$1,586,586	$1,586,586

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: PARKS & RECREATION
FUNCTION: PARKS & RECREATION 1064

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	1,080,493	1,141,966	1,146,452	1,142,630	1,140,118	1,140,118	1,140,118
5102 PART TIME PERSONNEL	95,678	46,734	65,025	53,715	37,462	37,462	37,462
5103 SEASONAL PERSONNEL	24,102	45,120	29,010	43,008	43,008	43,008	43,008
5104 OVERTIME PAY	12,303	8,640	11,990	12,040	8,490	8,490	8,490
5105 LONGEVITY PAY	5,569	6,123	3,253	3,968	3,968	3,968	3,968
5109 SALARY ADJUSTMENTS	10,427	0	18,815	0	0	0	0
5110 REGULAR PART TIME	72,036	88,694	59,249	59,957	59,957	59,957	59,957
5111 PREMIUM PAY/OUT OF C	1,523	250	250	250	250	250	250
5112 SICK INCENTIVE	429	1,100	50	150	150	150	150
5116 WAGE CONTINUATION	567	0	0	0	0	0	0
5117 ALLOWANCES	1,260	1,380	1,380	1,380	1,380	1,380	1,380
5151 SOCIAL SECURITY	95,501	102,776	102,148	100,762	100,571	100,571	100,571
Total Personnel Services	$1,399,888	$1,442,783	$1,437,622	$1,417,860	$1,395,354	$1,395,354	$1,395,354
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	4,829	8,175	6,550	7,000	7,000	7,000	7,000
5210 PROFESS DEVELOP/TRAI	5,071	6,179	5,689	14,279	6,279	6,279	6,279
5220 UTILITIES/FUEL/MILEA	6,394	6,400	7,050	7,050	7,050	7,050	7,050
5230 PYMNTS/CONTRIBUTIONS	19,914	0	0	22,300	0	0	0
5260 REPAIRS & MAINT-FAC/	2,709	3,060	3,060	2,345	2,345	2,345	2,345
5261 SOFTWARE MAINT FEES	3,085	3,100	3,989	2,989	2,989	2,989	2,989
5281 OCCUPATIONAL HEALTH	2,381	2,668	2,193	2,668	2,668	2,668	2,668
5290 PROFESS/TECHNICAL SE	35,110	26,642	27,214	34,554	30,054	30,054	30,054
5300 MATERIALS & SUPPLIES	71,486	65,260	64,760	68,260	63,760	63,760	63,760
5310 VEHICLE OPER/MAINT	10,006	10,400	11,400	11,400	9,900	9,900	9,900
5315 VEHICLE REPLACEMENT	21,192	0	0	0	0	0	0
5316 VEHICLE MAINT FEE	23,653	25,000	25,000	26,700	26,700	26,700	26,700
5317 VEHICLE FUEL	51,242	30,299	30,299	32,487	32,487	32,487	32,487
5318 COMPUTER REPLMNT FEE	3,352	0	0	0	0	0	0
5400 EQUIP/MACHINRY& FURN	2,476	0	150	0	0	0	0
5410 COMPUTER EQUIPMENT	129	0	0	0	0	0	0
Total Operating Expenses	$263,029	$187,183	$187,354	$232,032	$191,232	$191,232	$191,232
GRAND TOTAL	$1,662,917	$1,629,966	$1,624,976	$1,649,892	$1,586,586	$1,586,586	$1,586,586

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: COMMUNITY SERVICES
DEPARTMENT: PARKS & RECREATION
FUNCTION: PARKS & RECREATION 1064

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
DIRECTOR OF PARKS & REC	1.00	1.00	1.00	1.00	1.00	1.00
MGR GOLF COURSE & PARKS	0.25	0.25	0.25	0.25	0.25	0.25
MGR RECREATION SERVICES	1.00	1.00	1.00	1.00	1.00	1.00
SR CENTER SUPERVISOR	1.00	1.00	1.00	1.00	1.00	1.00
REC SUPER MARKETING/EVENT	1.00	1.00	1.00	1.00	1.00	1.00
PROGRAM SUPER SR CENTER	2.00	2.00	2.00	2.00	2.00	2.00
PROGRAM SUPER REC	2.00	2.00	2.00	2.00	2.00	2.00
OFFICE ASST/MAIL COURIER	1.00	1.00	1.00	0.00	0.00	0.00
FOOD SERVICE SUPERVISOR	1.00	1.00	1.00	1.00	1.00	1.00
FINANCIAL ASSISTANT I	0.00	0.00	0.00	1.00	1.00	1.00
OFFICE ASSISTANT II (35)	3.00	3.00	3.00	3.00	3.00	3.00
OFFICE ASSISTANT III (35)	1.00	1.00	1.00	1.00	1.00	1.00
PARKS LEADER	0.00	1.00	1.00	1.00	1.00	1.00
FLOOR LEADER	1.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
GROUNDSKEEPER	1.00	1.00	1.00	1.00	1.00	1.00
MAINTAINER	2.50	2.50	2.50	2.50	2.50	2.50
Total FTE Personnel	19.75	19.75	19.75	19.75	19.75	19.75
FTE SALARIES & WAGES						
DIRECTOR OF PARKS & REC	101,309	101,309	101,309	101,309	101,309	101,309
MGR GOLF COURSE & PARKS	20,711	20,711	20,711	20,711	20,711	20,711
MGR RECREATION SERVICES	79,086	79,086	79,086	79,086	79,086	79,086
SR CENTER SUPERVISOR	74,319	74,319	74,319	74,319	74,319	74,319
REC SUPER MARKETING/EVENT	53,649	53,731	54,723	54,723	54,723	54,723
PROGRAM SUPER SR CENTER	110,522	110,524	107,614	107,614	107,614	107,614
PROGRAM SUPER REC	116,316	116,320	116,320	116,320	116,320	116,320
OFFICE ASST/MAIL COURIER	43,839	43,848	43,680	0	0	0
FOOD SERVICE SUPERVISOR	41,570	41,570	41,570	41,570	41,570	41,570
FINANCIAL ASSISTANT I	0	0	0	41,168	41,168	41,168
OFFICE ASSISTANT II (35)	142,396	128,161	138,573	138,573	138,573	138,573
OFFICE ASSISTANT III (35)	49,384	49,384	49,195	49,195	49,195	49,195
PARKS LEADER	0	61,471	63,242	63,242	63,242	63,242
FLOOR LEADER	57,524	0	0	0	0	0
EQUIPMENT MECHANIC	65,083	65,083	64,834	64,834	64,834	64,834
GROUNDSKEEPER	58,020	72,699	57,803	57,803	57,803	57,803
MAINTAINER	128,238	128,238	129,651	129,651	129,651	129,651
Total FTE Salaries & Wages	$1,141,966	$1,146,453	$1,142,629	$1,140,117	$1,140,117	$1,140,117

Shennecossett Golf Course #2010

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall decrease in this budget is $11,021 or .9%. Personnel Services decreased $4,117 and operating expenses are down $6,904.

The golf course fund operates as a special revenue fund which returned $59,358 (5.25%) in FYE16 to the General Fund. Revenue from the course pays for all employee wages and benefits, post-employment benefits, insurance, and all operating expenses.

Based on survey data collected from visitors to the golf course, golfers add nearly $400,000 to the local economy through hotel, meals and gas expenditures.

Cost Center 0 – Grounds Maintenance

The Golf Course Manager works with the grounds staff to maintain the golf course in the best possible condition while utilizing sound fiscal and environmental stewardship practices. He assesses the relationship between golf course conditioning and pace of play. Improvements are made to various aspects of the course (bunkers, teeing areas, etc.) as budget and revenues allow.

The golf course supports four golf leagues, two for the major businesses in the community Pfizer and Electric Boat. There are 130 players between the four leagues. The golf staff is currently negotiating with another league to move play to Shennecossett.

Shennecossett is also the host site for approximately 15 tournaments annually. Most tournaments are run by local civic organizations or charities. Much of the money raised at these tournaments is turned back into the community through various programs and services.

Cost Center 1 – Customer Service

Management strives to provide a quality golf experience. Surveys are conducted on an annual basis to provide a process of continually assessing customer service delivery. Implementing various operational practices that reflect the needs of changing golfer expectations towards the goal of increasing rounds played. Those practices include allowing on-line booking of tee times, changes to membership options and more aggressive marketing to attract new or latent golfers. Administer the ranger staff to monitor and improve the pace of play at the course. Provide assistance to outside tournaments, conduct junior/beginner clinics, offer golf lessons and provide a well-stocked golf shop.

Cost Center 2 – Leadership/General Support

This cost center includes costs associated with the support of golf course operation, including insurance, cost allocation, and credit card processing fees.

An ongoing goal is to build a fund balance of 10% ($110,000) of the course operating costs. Currently there is approximately $99,589 in the Fund Balance. The fund balance would be used to offset operating expenses in the event revenue did not meet projections for a particular year.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	728,093	761,296	719,191	764,173	757,179	757,179	757,179
Operating Expenses	413,840	429,587	462,256	449,480	422,683	422,683	422,683
Total Appropriation	$1,141,933	$1,190,883	$1,181,447	$1,213,653	$1,179,862	$1,179,862	$1,179,862
COST CENTERS							
20100 GROUNDS MAINTENANCE	746,478	791,097	782,314	804,478	778,166	778,166	778,166
20101 CUSTOMER SERVICE	265,428	267,633	267,590	278,386	271,863	271,863	271,863
20102 LEADERSHIP/GEN SUPPT	130,027	132,153	131,543	130,789	129,833	129,833	129,833
Total Cost Centers	$1,141,933	$1,190,883	$1,181,447	$1,213,653	$1,179,862	$1,179,862	$1,179,862
FINANCING PLAN							
SEASON MEMBERSHIPS	287,077	297,494	293,736	304,560	304,560	304,560	304,560
GREENS FEES	663,929	672,207	647,774	656,754	656,754	656,754	656,754
CART RENTALS	219,171	215,844	198,418	218,070	218,070	218,070	218,070
LEASE FEES	36,000	36,000	34,683	36,000	36,000	36,000	36,000
FUND BALANCE APPLIED	0	0	6,836	0	0	0	0
Total Financing Plan	$1,206,177	$1,221,545	$1,181,447	$1,215,384	$1,215,384	$1,215,384	$1,215,384

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	352,757	406,834	377,691	395,791	395,791	395,791	395,791
5102 PART TIME PERSONNEL	38,761	38,875	38,875	41,426	41,426	41,426	41,426
5103 SEASONAL PERSONNEL	35,951	44,185	38,956	43,905	43,905	43,905	43,905
5104 OVERTIME PAY	32,659	37,350	32,170	38,325	38,325	38,325	38,325
5105 LONGEVITY PAY	2,588	2,633	2,413	2,488	2,488	2,488	2,488
5109 SALARY ADJUSTMENTS	6,513	0	0	0	0	0	0
5111 PREMIUM PAY/OUT OF C	37	250	250	250	250	250	250
5116 WAGE CONTINUATION	15,500	0	452	0	0	0	0
5117 ALLOWANCES	5,970	6,110	6,110	6,110	6,110	6,110	6,110
5151 SOCIAL SECURITY	36,412	40,799	38,014	40,414	40,414	40,414	40,414
5152 RETIREMENT	37,422	37,231	37,231	40,495	40,107	40,107	40,107
5153 HEALTH INSURANCE	120,076	105,761	105,761	109,045	109,045	109,045	109,045
5154 UNEMPLOYMENT COMPENS	1,839	0	0	0	0	0	0
5155 WORKER'S COMP	8,876	14,453	14,453	16,288	13,770	13,770	13,770
5158 LIFE INSURANCE	767	773	773	440	441	441	441
5170 OTHER POSTEMPLOY BEN	31,965	26,042	26,042	29,196	25,107	25,107	25,107
Total Personnel Services	$728,093	$761,296	$719,191	$764,173	$757,179	$757,179	$757,179
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	1,089	2,000	2,000	2,000	2,000	2,000	2,000
5210 PROFESS DEVELOP/TRAI	2,220	3,390	2,015	3,415	3,415	3,415	3,415
5220 UTILITIES/FUEL/MILEA	125,310	117,266	137,266	120,716	120,716	120,716	120,716
5230 PYMNTS/CONTRIBUTIONS	60,376	59,680	59,680	59,916	59,103	59,103	59,103
5260 REPAIRS & MAINT-FAC/	520	500	730	500	500	500	500
5261 SOFTWARE MAINT FEES	2,944	3,360	3,360	2,938	2,938	2,938	2,938
5280 INSURANCE/RISK MGMT	20,932	22,080	21,470	22,080	22,080	22,080	22,080
5281 OCCUPATIONAL HEALTH	328	2,363	2,363	2,363	2,363	2,363	2,363
5290 PROFESS/TECHNICAL SE	60,025	65,291	65,291	69,291	63,291	63,291	63,291
5300 MATERIALS & SUPPLIES	73,168	67,300	77,826	70,300	70,300	70,300	70,300
5310 VEHICLE OPER/MAINT	8,918	14,000	17,500	15,000	15,000	15,000	15,000
5315 VEHICLE REPLACEMENT	54,477	68,260	68,260	69,984	0	0	0
5316 VEHICLE MAINT FEE	2,512	2,450	2,450	1,750	1,750	1,750	1,750
5318 COMPUTER REPLMNT FEE	405	0	0	545	545	545	545
5400 EQUIP/MACHINRY& FURN	499	0	398	0	50,000	50,000	50,000
5410 COMPUTER EQUIPMENT	117	0	0	0	0	0	0
5499 CONTINGENCY	0	1,647	1,647	8,682	8,682	8,682	8,682
Total Operating Expenses	$413,840	$429,587	$462,256	$449,480	$422,683	$422,683	$422,683
GRAND TOTAL	$1,141,933	$1,190,883	$1,181,447	$1,213,653	$1,179,862	$1,179,862	$1,179,862

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: SHENNECOSSETT GOLF COURSE 2010

	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
FULL TIME EMPLOYEE (FTE) ANALYSIS						
MGR GOLF COURSE & PARKS	0.75	0.75	0.75	0.75	0.75	0.75
GOLF PROFESSIONAL	1.00	1.00	1.00	1.00	1.00	1.00
CHIEF GROUNDSKEEPER	1.00	0.00	0.00	0.00	0.00	0.00
EQUIPMENT MECHANIC	1.00	1.00	1.00	1.00	1.00	1.00
GROUNDSKEEPER	2.00	3.00	3.00	3.00	3.00	3.00
MAINTAINER	0.50	0.50	0.50	0.50	0.50	0.50
Total FTE Personnel	6.25	6.25	6.25	6.25	6.25	6.25
FTE SALARIES & WAGES						
MGR GOLF COURSE & PARKS	62,133	62,133	62,133	62,133	62,133	62,133
GOLF PROFESSIONAL	68,656	68,656	68,656	68,656	68,656	68,656
CHIEF GROUNDSKEEPER	66,385	0	0	0	0	0
EQUIPMENT MECHANIC	65,083	65,083	64,834	64,834	64,834	64,834
GROUNDSKEEPER	117,702	154,957	173,410	173,410	173,410	173,410
MAINTAINER	26,876	26,862	26,759	26,759	26,759	26,759
Total FTE Salaries & Wages	$406,834	$377,691	$395,791	$395,791	$395,791	$395,791

TOWN OF GROTON, CT
FYE 2018 BUDGET

GOLF COURSE FUND REVENUES: #2010

Revenues for FYE 2018 golf course operations reflect the 2017 calendar year rates.

Season Memberships - represents annual payment to use the facility on a space available basis. Prices range from $315 for a youth pass to $3,235 for a non-resident family pass.

Greens Fees - represents the cost of one round of nine or eighteen holes of golf. The rates range from a $20 youth rate to a $48 rate for weekend non-resident eighteen holes. Additionally, there are Twilight and Winter rates of $21 - $33.

Cart Rentals - cart rentals are fixed at $18 per person for eighteen holes, $13 per person for nine holes, and $13 per person for senior citizens before 9:00 a.m.

Lease Fees - represents lease payments received from the Par Four Restaurant.

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4736 Season Memberships	$ 287,077	$ 297,494	$ 293,736	$ 304,560	$ 304,560	$ 304,560
4737 Greens Fees	$ 663,929	$ 672,207	$ 647,774	$ 656,754	$ 656,754	$ 656,754
4738 Cart Rentals	$ 219,171	$ 215,844	$ 198,418	$ 218,070	$ 218,070	$ 218,070
4741 Lease Fees	$ 36,000	$ 36,000	$ 34,683	$ 36,000	$ 36,000	$ 36,000
Total	$ 1,206,177	$ 1,221,545	$ 1,174,611	$ 1,215,384	$ 1,215,384	$ 1,215,384



Audit Fund Balance as of 6/30/2016	$ 99,589
Estimated Fund Balance as of 6/30/17	$ 92,753
Estimated Fund Balance as of 6/30/18	$ 128,275
Fund Balance as a % of 2018 Expenditures	10.87%

Rec & Senior Activities #3240

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall increase in this budget is $39,686 or 3.7%. Personnel Services increased $71,936 and operating expenses are down $32,250.

Programs offered through the Recreation and Senior Activities Fund are funded entirely by registration fees. All direct program expenses (instructor fees, materials and supplies) for Recreation and Senior Center programs, food concession and trips are paid from this fund. FTE salaries are not paid from this account.

Cost Center 1 – Recreation Programs

Provides affordable programs that meet the community's need for recreational, sports, social and cultural opportunities. Last year 93% of the classes we offered ran. Two (2) programmers are responsible for organizing these programs. Our three most popular programs are Karate, Beach Volleyball and Aquatics.

We continue to adapt our program offerings to meet the changing demands and interests of the community. We also look for opportunities to partner with other groups to offer programs and special events.

Outputs	FYE 2015	FYE 2016	FYE 2017 (Est)
Number of programs	592	613	600
Number of enrollments	9,940	9,379	9,500
Cost Recovery Rate (1064+3240 combined)	67.4%	67.5%	77%

Cost Center 2 – Summer Camp

Staffs summer camp sites for children ages 5-13, a pre-school camp experience for younger children and an adventure camp for teens.

Outputs	FYE 2015	FYE 2016	FYE 2017 (Est)
Number of camps	101	74	85
Number of enrollments	2,845	2,153	2,713
Effectiveness Goal			
Cost Recovery Rate (1064+3240)	95.9%	100%	92.5%

Cost Center 3 – Special Needs Programs

We provide year-round programs to meet the unique needs of citizens with physical and cognitive challenges. Programs offered include Unified Sports Fitness Club, which pairs individuals with and without special needs. Other classes offered include Adaptive fitness and swimming.

Outputs	FYE 2015	FYE 2016	FYE 2017 (est)
Number of programs	46	52	55
Number of enrollments	623	639	677
Effectiveness Goal			
Cost Recovery Rate (1064+3240 combined)	69.5%	58.4%	66.5%

Cost Center 4 – Senior Trips

Senior Trips funds day, overnight and multi-day trips. Trips are open to the public and family trips, as well as senior specific trips, are planned. Trips range from a day in NYC to lighthouse boat tours. Outdoor Adventure Travel (OATS) focus on the more adventuresome senior and include hiking, snowshoeing, ropes course, zip lines and much more. The goal is to attract younger seniors to the center.

To help lower costs, staff has been arranging day trips vs hiring a travel consultant to arrange a trip.

Cost Center 5 – Senior Programs

We provide programs and services to meet the varied interests of seniors with a focus on recreation, health, educational, fitness and intergenerational programs.

In September a new registration software system was introduced. The new systems reduced the registration processing time for staff by nearly 2/3. Registration can also be done online, which was not possible before.

Two programmers coordinate all these programs along with organizing daily transportation and trips. Staff has been proactive in getting volunteers to offer programs. This fall students from Connecticut College offered classes on introduction to smartphones. The senior center will be partnering with Grasso Tech students to offer a technology café to assist seniors with new technology devices.

Outputs	FYE 2015	FYE 2016	FYE 2017 est
Number of programs	341	376	350
Number of enrollments	2,909	3,594	3,062
Effectiveness Goal			
Enrollments per program (1064+3240 combined)	8.53	8.53	8.75
Cost Recovery Rate	27.3%	26.5%	29.4%

Cost Center 6 – Senior Food Concession

The Senior Food Concession provides affordable and healthy food to seniors. Revenue collected pays for the food, supplies and equipment expenses plus part-time office/accounting support associated with the Senior Food Concession. The number of meals served increased by 6.5% this year.

We continue to focus on increasing revenue by diversifying food options and increasing the number of people using the Senior Center Café.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: REC & SENIOR ACTIVITIES 3240

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Personnel Services	515,046	523,790	528,423	595,726	595,726	595,726	595,726
Operating Expenses	458,006	558,380	532,074	536,630	526,630	526,630	526,630
Total Appropriation	$973,052	$1,082,170	$1,060,497	$1,132,356	$1,122,356	$1,122,356	$1,122,356
COST CENTERS							
32401 RECREATION PROGRAMS	481,637	460,683	458,598	474,667	464,667	464,667	464,667
32402 SUMMER CAMP	166,607	182,962	194,736	206,101	206,101	206,101	206,101
32403 SPECIAL NEEDS PROG	75,428	81,999	87,441	103,678	103,678	103,678	103,678
32404 SENIOR TRIPS	98,167	82,464	72,615	82,577	82,577	82,577	82,577
32405 SENIOR PROGRAMS	62,019	162,935	148,088	156,844	156,844	156,844	156,844
32406 SENIOR FOOD CONCESSI	89,194	111,127	99,019	108,489	108,489	108,489	108,489
Total Cost Centers	$973,052	$1,082,170	$1,060,497	$1,132,356	$1,122,356	$1,122,356	$1,122,356
FINANCING PLAN							
SENIOR TRIPS	91,353	87,000	48,000	87,000	87,000	87,000	82,000
SENIOR PROGRAMS	70,598	118,000	116,500	124,000	124,000	124,000	124,000
SR CENTER FUNDRAISING	7,703	10,000	9,000	10,000	10,000	10,000	10,000
SR CTR FOOD CONCESSION	91,367	93,000	91,000	93,000	93,000	93,000	93,000
SPECIAL NEEDS PROGRAMS	66,340	65,500	85,000	79,200	79,200	79,200	85,000
RECREATION PROGRAMS	507,826	590,000	445,000	543,500	543,500	543,500	500,000
SUMMER CAMP	151,373	183,000	150,000	207,500	207,500	207,500	175,000
FUND BALANCE APPLIED	0	0	115,997	0	0	0	53,356
Total Financing Plan	$986,560	$1,146,500	$1,060,497	$1,144,200	$1,144,200	$1,144,200	$1,122,356

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PARKS & RECREATION
FUNCTION: REC & SENIOR ACTIVITIES 3240

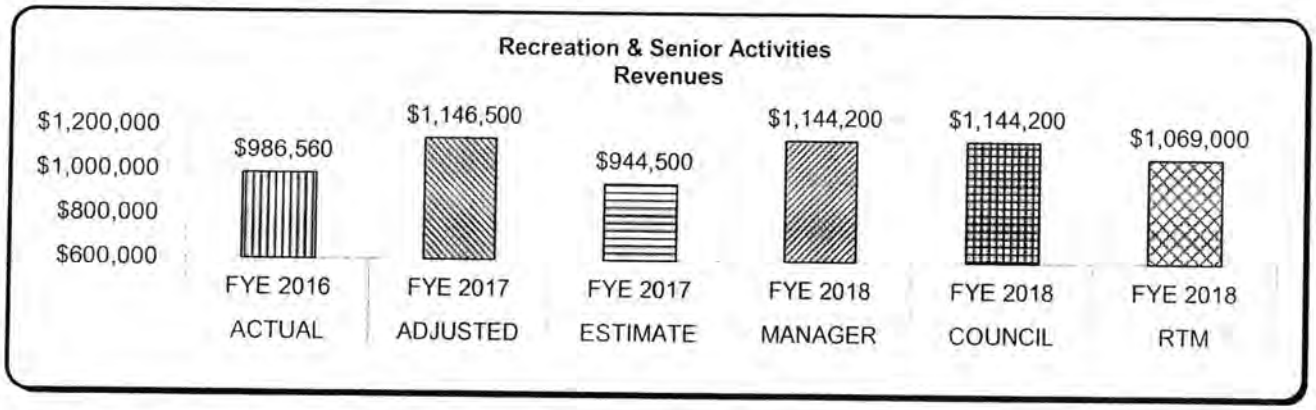
	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
PERSONNEL SERVICES							
5101 REGULAR FULL TIME	67,728	0	0	0	0	0	0
5102 PART TIME PERSONNEL	244,442	306,314	303,620	324,455	324,455	324,455	324,455
5103 SEASONAL PERSONNEL	144,871	158,322	165,000	206,566	206,566	206,566	206,566
5104 OVERTIME PAY	0	0	350	0	0	0	0
5109 SALARY ADJUSTMENTS	375	0	0	0	0	0	0
5110 REGULAR PART TIME	21,241	21,928	21,900	22,367	22,367	22,367	22,367
5151 SOCIAL SECURITY	36,389	37,226	37,553	42,338	42,338	42,338	42,338
Total Personnel Services	$515,046	$523,790	$528,423	$595,726	$595,726	$595,726	$595,726
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	20,299	25,200	24,875	28,400	28,400	28,400	28,400
5210 PROFESS DEVELOP/TRAI	2,699	3,000	2,020	2,420	2,420	2,420	2,420
5220 UTILITIES/FUEL/MILEA	18,574	18,300	18,300	15,550	15,550	15,550	15,550
5230 PYMNTS/CONTRIBUTIONS	(1,000)	20,900	22,900	3,000	3,000	3,000	3,000
5260 REPAIRS & MAINT-FAC/	4,990	19,000	18,800	15,150	15,150	15,150	15,150
5261 SOFTWARE MAINT FEES	6,208	7,760	7,400	7,400	7,400	7,400	7,400
5281 OCCUPATIONAL HEALTH	274	750	750	750	750	750	750
5290 PROFESS/TECHNICAL SE	290,939	326,580	310,730	328,730	318,730	318,730	318,730
5300 MATERIALS & SUPPLIES	106,772	126,400	116,580	134,280	134,280	134,280	134,280
5310 VEHICLE OPER/MAINT	39	250	250	250	250	250	250
5400 EQUIP/MACHINRY& FURN	650	5,140	5,140	700	700	700	700
5410 COMPUTER EQUIPMENT	7,562	5,100	4,329	0	0	0	0
Total Operating Expenses	$458,006	$558,380	$532,074	$536,630	$526,630	$526,630	$526,630
GRAND TOTAL	$973,052	$1,082,170	$1,060,497	$1,132,356	$1,122,356	$1,122,356	$1,122,356

TOWN OF GROTON, CT
FYE 2018 BUDGET

RECREATION & SENIOR ACTIVITIES REVENUES: #3240

Each account below represents the revenue derived from a particular area of programs.

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4672A Senior Trips	$ 91,353	$ 87,000	$ 48,000	$ 87,000	$ 87,000	$ 82,000
4672B Senior Programs	$ 70,598	$ 118,000	$ 116,500	$ 124,000	$ 124,000	$ 124,000
4672C Fundraising	$ 7,703	$ 10,000	$ 9,000	$ 10,000	$ 10,000	$ 10,000
4672D Senior Center Food Concessi	$ 91,367	$ 93,000	$ 91,000	$ 93,000	$ 93,000	$ 93,000
4684A Special Needs Programs	$ 66,340	$ 65,500	$ 85,000	$ 79,200	$ 79,200	$ 85,000
4684B Recreation Programs	$ 507,826	$ 590,000	$ 445,000	$ 543,500	$ 543,500	$ 500,000
4685A Summer Camp	$ 151,373	$ 183,000	$ 150,000	$ 207,500	$ 207,500	$ 175,000
Total	$ 986,560	$ 1,146,500	$ 944,500	$ 1,144,200	$ 1,144,200	$ 1,069,000



Audit Fund Balance as of 6/30/2016	$ 322,562
Estimated Fund Balance as of 6/30/17	$ 206,565
Estimated Fund Balance as of 6/30/18	$ 153,209
Fund Balance as a % of 2018 Expenditures	13.65%

CONTRIBUTIONS TO OTHER FUNDS #1077

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced the Fleet Reserve Fund contribution by $423,922, the Revaluation Fund contribution by $87,500, and the Computer Replacement Fund contribution by $35,239 and the RTM sustained these changes. The overall decrease in this budget is $31,589 or 5.5%.

Cost Center 0 – Fleet Reserve Fund

The Fleet Replacement Fund has been significantly underfunded since FYE 2009. In an effort to begin to replenish the fund the FYE 2013 budget included a $165,000 direct General Fund contribution from this account. A similar amount was proposed in FYE 2014 but was reduced to $65,000 during budget deliberations. The same amount ($65,000) was approved in the FYE 2015 and FYE 2016 budgets. In FYE 2017 we removed the department contributions from the individual functions and placed an increased amount of $585,724 in this function which was reduced to $450,000. To fully fund the FYE 2018 annual recommended contribution, would require an appropriation of $847,843.

Cost Center 1 – Revaluation Fund

The contribution ($175,000) to the Revaluation fund (2120) allows for future revaluations and updating GIS aerial Maps.

Cost Center 3 – Computer Replacement

In FYE 17 the department's contributions to the computer replacement fund were cut from all functions by the Town Council resulting in $0 being added to the fund. For FYE 18 we have removed the contributions from the General Fund functions and created this contribution for the total general fund contribution amount of $70,479.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: CONTR. TO OTHER FUNDS
DEPARTMENT: CONTR. TO OTHER FUNDS
FUNCTION: CONTR. TO OTHER FUNDS 1077

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	187,000	578,250	578,250	1,118,322	1,093,322	546,661	546,661
Total Appropriation	$187,000	$578,250	$578,250	$1,118,322	$1,093,322	$546,661	$546,661
COST CENTERS							
10770 FLEET RESERVE FUND	65,000	450,000	450,000	847,843	847,843	423,922	423,922
10771 REVALUATION FUND	100,000	128,250	128,250	200,000	175,000	87,500	87,500
10772 SPICER FUND	22,000	0	0	0	0	0	0
10773 COMPUTER REPLACEMENT	0	0	0	70,479	70,479	35,239	35,239
Total Cost Centers	$187,000	$578,250	$578,250	$1,118,322	$1,093,322	$546,661	$546,661
FINANCING PLAN							
GENERAL FUND	187,000	578,250	578,250	1,118,322	1,093,322	546,661	546,661
Total Financing Plan	$187,000	$578,250	$578,250	$1,118,322	$1,093,322	$546,661	$546,661

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

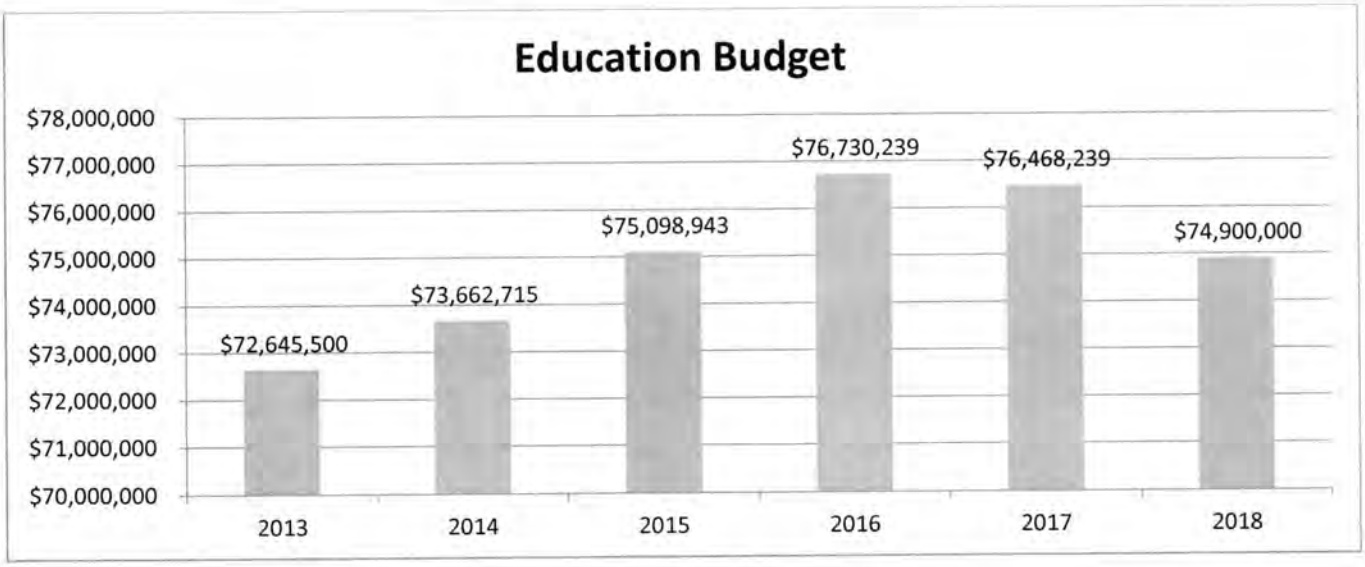
AREA OF SERVICE: CONTR. TO OTHER FUNDS
DEPARTMENT: CONTR. TO OTHER FUNDS
FUNCTION: CONTR. TO OTHER FUNDS 1077

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5230 PYMNTS/CONTRIBUTIONS	187,000	578,250	578,250	1,118,322	1,093,322	546,661	546,661
Total Operating Expenses	$187,000	$578,250	$578,250	$1,118,322	$1,093,322	$546,661	$546,661
GRAND TOTAL	$187,000	$578,250	$578,250	$1,118,322	$1,093,322	$546,661	$546,661

EDUCATION #1080

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced this function by $2,998,292 and the RTM increased it by $152,999 for a final budget amount of $74,900,000.

As per the Town Charter, the Town Manager submitted the Education Budget to the Town Council with no adjustments.



TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: EDUCATION SERVICES
DEPARTMENT: EDUCATION
FUNCTION: EDUCATION 1080

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	76,070,086	76,468,239	76,220,758	77,745,293	77,745,293	74,747,001	74,900,000
Total Appropriation	$76,070,086	$76,468,239	$76,220,758	$77,745,293	$77,745,293	$74,747,001	$74,900,000
COST CENTERS							
10800 EDUCATION SERVICES	76,070,086	76,468,239	76,220,758	77,745,293	77,745,293	74,747,001	74,900,000
Total Cost Centers	$76,070,086	$76,468,239	$76,220,758	$77,745,293	$77,745,293	$74,747,001	$74,900,000
FINANCING PLAN							
FEDERAL FUNDS	134,529	120,000	139,000	140,000	140,000	140,000	139,000
FEMA REIMBURSEMENT	649	0	0	0	0	0	0
EDUC COST SHARING	25,753,096	25,287,526	24,979,526	20,040,045	20,040,045	20,040,045	19,979,526
ADULT EDUCATION	103,726	102,660	107,464	102,334	102,334	102,334	105,000
SPECIAL EDUCATION	1,124,603	1,142,663	915,000	1,142,663	1,142,663	1,142,663	915,000
TRANSPORT-PRIVATE SCHOOLS	49,520	0	49,520	49,520	49,520	49,520	49,520
TRANSPORTATION-GRANTS	236,347	0	0	0	0	0	0
MAGNET SCHL TRANSPORTATIN	188,500	182,000	187,850	188,500	188,500	188,500	188,000
NON PUBLIC PUPIL SERVICE	21,743	0	22,233	21,743	21,743	21,743	22,000
PUPIL IMPACT AID	3,436,824	3,459,863	3,174,549	3,325,474	3,325,474	3,325,474	3,250,000
TUITION-FR OTHR TOWNS	100,921	97,828	144,499	100,921	100,921	100,921	145,487
OTHR SCHOOL RECEIPTS	89,029	72,080	40,557	89,029	89,029	89,029	18,998
GENERAL FUND	44,830,599	46,003,619	46,460,560	52,545,064	52,545,064	49,546,772	50,087,469
Total Financing Plan	$76,070,086	$76,468,239	$76,220,758	$77,745,293	$77,745,293	$74,747,001	$74,900,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: EDUCATION SERVICES
DEPARTMENT: EDUCATION
FUNCTION: EDUCATION 1080

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5230 PYMNTS/CONTRIBUTIONS	76,070,086	76,468,239	76,220,758	77,745,293	77,745,293	74,747,001	74,900,000
Total Operating Expenses	$76,070,086	$76,468,239	$76,220,758	$77,745,293	$77,745,293	$74,747,001	$74,900,000
GRAND TOTAL	$76,070,086	$76,468,239	$76,220,758	$77,745,293	$77,745,293	$74,747,001	$74,900,000

Regional Agencies #1007

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. This budget request represents a $5,381 or 3.9% reduction from the FYE 2017 appropriation.

Cost Center 0 – Southeastern Connecticut Council of Governments

Southeastern Connecticut Council of Governments (SCCOG) municipal dues $16,349 are based on a rate of $0.55 per capita which is the same per capita rate as FYE 2016. Dues are assessed using the 2010 U.S. Census population data and the City of Groton pays their prorated share of the dues directly. The Mayor and Town Manager (alternate) serve on the Council.

Cost Center 1 – Southeastern Connecticut Enterprise Region (seCTer)

Southeastern Connecticut Enterprise Region (seCTer) dues are $14,041 and are based on the rate of $0.35 per capita. The Town Manager serves on the Board of Directors.

Cost Center 2 – Southeastern Area Transit Authority (SEAT)

Southeastern Area Transit (SEAT) request of $88,211 is $5,381 less than the FYE 2017 appropriation. Town Councilor Rich Moravsik and the Town Manager serve on the Board of Directors.

Cost Center 3 – Southeastern Connecticut Regional Probate Court

On January 3, 2011, the probate courts of Groton, Stonington, North Stonington and Ledyard were consolidated into the new regional probate court. The Town's contribution is a per capita prorated share (50.3%) of the total municipal funding ($26,700) that is being requested by the court. This year's request is $13,433, the same as the FYE 2017 request.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: REGIONAL AGENCIES
FUNCTION: REGIONAL AGENCIES 1007

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	137,414	137,415	137,415	132,034	132,034	132,034	132,034
Total Appropriation	$137,414	$137,415	$137,415	$132,034	$132,034	$132,034	$132,034
COST CENTERS							
10070 SE CT COG	16,349	16,349	16,349	16,349	16,349	16,349	16,349
10071 SECTER	14,040	14,041	14,041	14,041	14,041	14,041	14,041
10072 SEAT	93,592	93,592	93,592	88,211	88,211	88,211	88,211
10073 SE CT PROBATE COURT	13,433	13,433	13,433	13,433	13,433	13,433	13,433
Total Cost Centers	$137,414	$137,415	$137,415	$132,034	$132,034	$132,034	$132,034
FINANCING PLAN							
GENERAL FUND	137,414	137,415	137,415	132,034	132,034	132,034	132,034
Total Financing Plan	$137,414	$137,415	$137,415	$132,034	$132,034	$132,034	$132,034

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: REGIONAL AGENCIES
FUNCTION: REGIONAL AGENCIES 1007

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5230 PYMNTS/CONTRIBUTIONS	137,414	137,415	137,415	132,034	132,034	132,034	132,034
Total Operating Expenses	$137,414	$137,415	$137,415	$132,034	$132,034	$132,034	$132,034
GRAND TOTAL	$137,414	$137,415	$137,415	$132,034	$132,034	$132,034	$132,034

HEALTH/SERVICE/CULTURAL AGENCIES #1054

HIGHLIGHTS & GOALS

This function includes the Town and City contributions to the Ledge Light Health District; the cost of services provided by the Visiting Nurses Association (VNA) to the Board of Education as well as health promotion activities; requests for funding by Outside Social Service and Cultural Agencies; and the Marine Sewage Disposal Service. New for FYE 18 the request for contributions to Groton Ambulance, Mystic River Ambulance, Mystic Noank Library and the Bill Memorial Library have been moved to this function.

Cost Center 0 – Ledge Light Health District

The requested contribution to the Ledge Light Health District decreased $288 based on population estimates of its member communities and a per capita rate of $7.37 which is 8 cents higher than FYE 2017. The requested contribution of $292,530 includes a contribution of $68,069 for the City of Groton.

Cost Center 1 – VNA (School Health)

VNA/School Health's FYE 2018 request is $1,166,072 which is an $11,658 decrease over FYE 2017. The RTM reduced this request by $93,502 due to the closing of Pleasant Valley Elementary School.

Cost Center 2 – VNA (Health Promotion)

The VNA account Health Promotion is proposed to be funded at $42,590 the same amount as in FYE 17.

Cost Center 3 – Groton Ambulance

Groton Ambulance is requesting a contribution of $52,976, which is the same amount as FYE 2017. The Association was incorporated in 1954 and provides ambulance service to the residents and visitors of Groton. GAA transported 3,744 patients to various medical facilities during the calendar year 2016.

Cost Center 4 – Housing Authority

On February 1, 2016 the Town Council approved amending the cooperation agreements with the Housing Authority for Grasso Gardens and Pequot Village. The amended agreement reduces the shelter rent PILOT payment from 10% to 0% and the Authority will assume payment of the sewer use charges themselves.

Cost Center 5 & 6 – Service & Cultural Agencies

Service/Cultural/Outside Agency requests are reviewed by a committee of town employees and their recommendations are forwarded to the Town Manager. Requests received totaled $99,991 and the committee recommended funding in the amount of $68,191, which is a $3,041 increase from FYE 2017. See summary table on the following page with the final approved amounts. The Town Council reduced the Service agency requests by $3,041.

Cost Center 7 – Marine Sewage Disposal

Marine sewage disposal pertains to expenses related to providing pump out boat service along our coastal waters. The FYE 2018 request for $19,980 is the same as FYE 2017. Total program costs exceed $250,000.

Cost Center 8 – Mystic River Ambulance

Mystic River Ambulance is requesting a contribution of $55,000 which is $30,000 more than was granted in FYE 2017. MRA transported 2,381 patients in calendar year 2016. Forty-six percent or 1,229 of these were in the Town of Groton. The Town Council reduced this request by $30,000.

Cost Center 9 – Mystic Noank Library

The Mystic & Noank Library is requesting a contribution of $175,000 which is an $8,394 decrease from the amount they received in FYE 2017. Groton residents account for 58% of their circulation. The Town Council reduced this request by $52,079.

Cost Center 9A – Bill Memorial Library

The Bill Memorial Library is requesting a contribution of $23,000 which is the same amount they received in FYE 2017. The library is open 48 hours per week. They have approximately 1700 card holders and approximately 21,000 people use the library during the year. The Town Council reduced this request by $3000.

SUMMARY OF OUTSIDE AGENCIES

Agency	Approved FYE 2017	Requested FYE 2018	Recommended by Committee FYE 2018	Adopted FYE 2018
Community Health Center, Inc. (CHC)	$5,000	$5,000	$5,000	$4,777
New London Homeless Hospitality Center, Inc.	7,500	7,500	7,500	7,166
SCADD	1,884	3,900	3,900	3,726
Safe Futures, Inc. (formerly The Women's Center of Southeastern CT, Inc.	10,000	10,000	10,000	9,554
ARC of New London County Inc.	0	1,500	0	0
Connecticut Legal Services	8,157	11,000	8,000	7,643
TVCCA, Inc.	0	0	0	0
United Community and Family Services, Inc.				0
Dental Health Services	2,000	11,500	0	0
Adult Day Care	0	2,800	0	0
Behavioral Health Services	4,000	4,000	4,000	3,822
Primary Care	0	3,000	0	0
Boys and Girls Club of Southeastern CT	1,270	0	0	0
Mystic Area Shelter and Hospitality Inc.	5,000	5,000	5,000	4,777
Sexual Assault Crisis Center of Eastern CT, Inc.	0		0	0
Senior Resources Agency on Aging	0		0	0
Union Baptist Church (Groton Community Meals)	425	825	825	788
Meals on Wheels/TVCCA, Inc.	19,914	23,966	23,966	22,897
Children First	0	5,000	0	0
SUBTOTAL - Social Services	**$65,150**	**$94,991**	**$68,191**	**$65,150**
Eastern Connecticut Symphony	$0	$5,000	$0	$0
Noank Mystic Community Band	0	0	0	0
SUBTOTAL - Cultural	**$0**	**$5,000**	**$0**	**$0**
TOTAL - GRANTS	**$65,150**	**$99,991**	**$68,191**	**$65,150**

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: HEALTH/SVC/CULTURAL AGENC
FUNCTION: HEALTH/SVC/CULTURAL AGENC 1054

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	1,961,773	1,882,638	1,882,638	1,895,339	1,895,339	1,807,219	1,713,717
Total Appropriation	$1,961,773	$1,882,638	$1,882,638	$1,895,339	$1,895,339	$1,807,219	$1,713,717
COST CENTERS							
10540 LEDGELIGHT HEALTH	287,258	292,818	292,818	292,530	292,530	292,530	292,530
10541 VNA (SCHOOL HEALTH)	1,147,115	1,177,730	1,177,730	1,166,072	1,166,072	1,166,072	1,072,570
10542 VNA (HEALTH PROMO)	39,955	42,590	42,590	42,590	42,590	42,590	42,590
10543 GROTON AMBULANCE	105,951	52,976	52,976	52,976	52,976	52,976	52,976
10544 HOUSING AUTHORITY	60,944	0	0	0	0	0	0
10545 SERVICE AGENCIES	51,500	65,150	65,150	68,191	68,191	65,150	65,150
10546 CULTURAL AGENCIES	1,250	0	0	0	0	0	0
10547 MARINE SEWAGE DISP.	19,800	19,980	19,980	19,980	19,980	19,980	19,980
10548 MYSTIC RIVER AMBULAN	40,000	25,000	25,000	55,000	55,000	25,000	25,000
10549 MYSTIC NOANK LIBRARY	188,000	183,394	183,394	175,000	175,000	122,921	122,921
10549A BILL MEMORIAL LIBRAR	20,000	23,000	23,000	23,000	23,000	20,000	20,000
Total Cost Centers	$1,961,773	$1,882,638	$1,882,638	$1,895,339	$1,895,339	$1,807,219	$1,713,717
FINANCING PLAN							
HOUS AUTH-SHELTER RENT	62,994	0	0	0	0	0	0
GENERAL FUND	1,898,779	1,882,638	1,882,638	1,895,339	1,895,339	1,807,219	1,713,717
Total Financing Plan	$1,961,773	$1,882,638	$1,882,638	$1,895,339	$1,895,339	$1,807,219	$1,713,717

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OUTSIDE AGENCIES
DEPARTMENT: HEALTH/SVC/CULTURAL AGENC
FUNCTION: HEALTH/SVC/CULTURAL AGENC 1054

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5220 UTILITIES/FUEL/MILEA	60,944	0	0	0	0	0	0
5230 PYMNTS/CONTRIBUTIONS	1,900,829	1,882,638	1,882,638	1,895,339	1,895,339	1,807,219	1,713,717
Total Operating Expenses	$1,961,773	$1,882,638	$1,882,638	$1,895,339	$1,895,339	$1,807,219	$1,713,717
GRAND TOTAL	$1,961,773	$1,882,638	$1,882,638	$1,895,339	$1,895,339	$1,807,219	$1,713,717

CITY OF GROTON #1090

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced City Highway Maintenance by $65,756 and City Police by $173,475, and the RTM sustained these actions.

As per the Town Charter, the Manager submitted the Subdivision budgets to the Council with no adjustments.

Section 40 of Number 362 of the Special Acts of 1933 requires that the Town Council shall pay to the City the amount of monies that are "necessary and proper for making and repairing of the streets and highways" within the City. There is no similar Special Act regarding the payment of monies to the City for its police.

Cost Center 0 – Police

The City of Groton's budget request for Police represents an increase of $113,384 or 4.9% from their FYE 2017 appropriation.

Cost Center 1 – Highway Maintenance

Their request for Highway services has increased $120,704 or 6.3% from their FYE 2017 request.

Cost Center 4 – Street Lighting

The Town pays for Street Lighting expenses associated with the City ($113,568) and the expenditures will be charged here.

Cost Center 5 – Highway Pending Arbitration

During FYE 2017 budget deliberations the Town Council cut City highway by $738,501. The Council added this amount to cost center, Highway Pending Arbitration and approved $738,501 in funding. Arbitration is still pending.



TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: CITY OF GROTON 1090

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	4,351,463	4,325,546	4,323,531	4,559,851	4,559,851	4,320,620	4,320,620
Total Appropriation	$4,351,463	$4,325,546	$4,323,531	$4,559,851	$4,559,851	$4,320,620	$4,320,620
COST CENTERS							
10900 POLICE	2,317,137	2,303,893	2,303,893	2,417,277	2,417,277	2,243,802	2,243,802
10901 HIGHWAY MAINTENANCE	1,092,694	1,169,801	1,169,801	2,029,006	2,029,006	1,963,250	1,963,250
10904 STREET LIGHTING	111,340	113,351	111,336	113,568	113,568	113,568	113,568
10905 HIGHWAY PENDING ARBI	830,292	738,501	738,501	0	0	0	0
Total Cost Centers	$4,351,463	$4,325,546	$4,323,531	$4,559,851	$4,559,851	$4,320,620	$4,320,620
FINANCING PLAN							
GENERAL FUND	4,351,463	4,325,546	4,323,531	4,559,851	4,559,851	4,320,620	4,320,620
Total Financing Plan	$4,351,463	$4,325,546	$4,323,531	$4,559,851	$4,559,851	$4,320,620	$4,320,620

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: CITY OF GROTON 1090

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5220 UTILITIES/FUEL/MILEA	111,340	113,351	111,336	113,568	113,568	113,568	113,568
5230 PYMNTS/CONTRIBUTIONS	4,240,123	4,212,195	4,212,195	4,446,283	4,446,283	4,207,052	4,207,052
Total Operating Expenses	$4,351,463	$4,325,546	$4,323,531	$4,559,851	$4,559,851	$4,320,620	$4,320,620
GRAND TOTAL	$4,351,463	$4,325,546	$4,323,531	$4,559,851	$4,559,851	$4,320,620	$4,320,620

GROTON LONG POINT #1091

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced Police by $13,125 and highway by $8,937 and the RTM reduced the Police an additional $5,845.

As per the Town Charter, the Manager submits Subdivision budgets to the Council with no adjustments. Section 24 of the Groton Long Point Association Special Act/Charter requires that the Town of Groton shall pay to the Groton Long Point Association the amount of monies that "shall be necessary and proper for the making and repairing of the highways and bridges within the territorial limits of the Association." There is no similar Special Act regarding the payment of monies to the Groton Long Point Association for its police function.

Cost Center 0 – Police

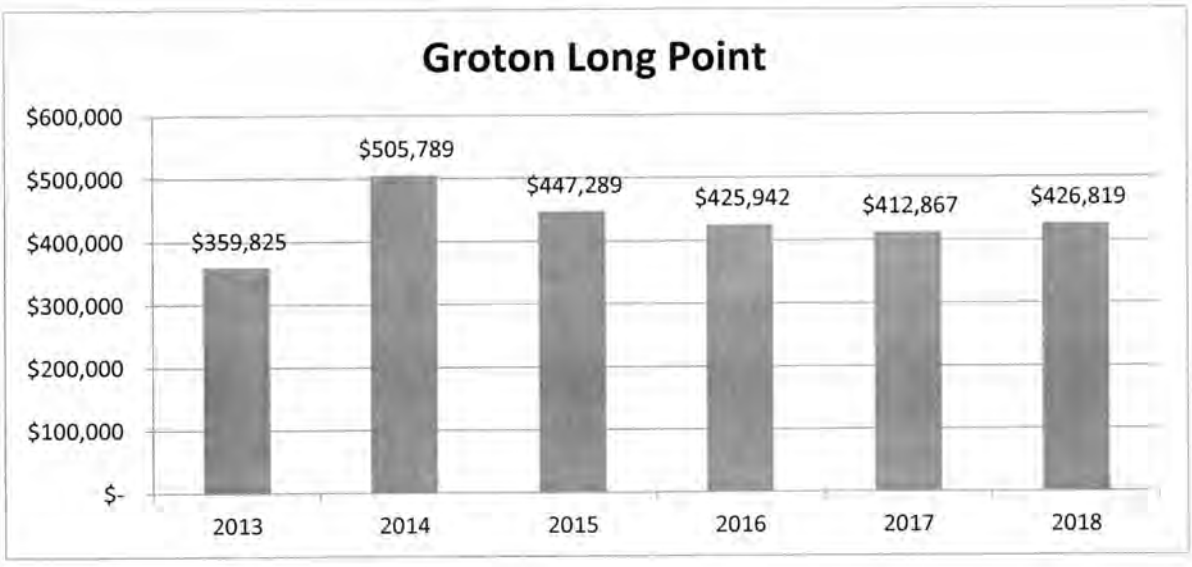
The Groton Long Point Police budget request of $262,500 is $17,500 more than the FYE 2017 appropriation.

Cost Center 1 – Highway Maintenance

The Highway budget request of $178,750 is $24,375 more than the FYE 2017 appropriation.

Cost Center 2 – Street Lighting

The Town pays for Street Lighting expenses associated with Groton Long Point ($13,476) and the expenditures will be charged here.



TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: GROTON LONG POINT 1091

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	425,715	412,867	412,587	454,726	454,726	432,664	426,819
Total Appropriation	$425,715	$412,867	$412,587	$454,726	$454,726	$432,664	$426,819
COST CENTERS							
10910 POLICE	250,000	245,000	245,000	262,500	262,500	249,375	243,530
10911 HIGHWAY MAINTENANCE	162,500	154,375	154,375	178,750	178,750	169,813	169,813
10912 STREET LIGHTING	13,215	13,492	13,212	13,476	13,476	13,476	13,476
Total Cost Centers	$425,715	$412,867	$412,587	$454,726	$454,726	$432,664	$426,819
FINANCING PLAN							
GENERAL FUND	425,715	412,867	412,587	454,726	454,726	432,664	426,819
Total Financing Plan	$425,715	$412,867	$412,587	$454,726	$454,726	$432,664	$426,819

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: GROTON LONG POINT 1091

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5220 UTILITIES/FUEL/MILEA	13,215	13,492	13,212	13,476	13,476	13,476	13,476
5230 PYMNTS/CONTRIBUTIONS	412,500	399,375	399,375	441,250	441,250	419,188	413,343
Total Operating Expenses	$425,715	$412,867	$412,587	$454,726	$454,726	$432,664	$426,819
GRAND TOTAL	$425,715	$412,867	$412,587	$454,726	$454,726	$432,664	$426,819

FIRE DISTRICTS PILOT #1092

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function.

There are two components to the Fire District PILOT program:

1) The State allocates an "in lieu of real estate taxes" payment which is intended to reimburse the Town for services to State-owned properties. The Town cannot collect taxes on State-owned property. Since the Town is not providing fire protection services and as the fire district also depends on real estate taxes as their major revenue source, a share of the State "in lieu of real estate taxes" payment is passed on. Fire Districts provide protection to the State-owned properties and receive no payment from the State for this service. All seven operating fire districts receive a $1,000 base payment for the formula in recognition that all assume some responsibility for protection of State property through the mutual aid system. The total is reduced by the $7,000 in base payments and the remainder is distributed according to a prior year allocation. For FYE 2018 the overall payment is the same as FYE 2017 $121,000.

2) Fire District mill taxes are not collected on Town-owned property. Begun in FYE 2002 was a PILOT (payment in lieu of taxes) to be divided among the fire districts according to a formula based on acres of Town-owned land and square footage of Town-owned buildings within each District. For FYE 2018, the overall payment is the same as FYE 2017 $125,000.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: FIRE DISTRICTS PILOT 1092

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	246,012	246,000	246,000	246,000	246,000	246,000	246,000
Total Appropriation	$246,012	$246,000	$246,000	$246,000	$246,000	$246,000	$246,000
COST CENTERS							
10920 CITY OF GROTON	37,707	37,705	37,705	37,705	37,705	37,705	37,705
10921 POQ BRIDGE FIRE DIST	154,550	154,548	154,548	154,548	154,548	154,548	154,548
10922 MYSTIC FIRE DISTRICT	13,841	13,839	13,839	13,839	13,839	13,839	13,839
10923 NOANK FIRE DISTRICT	6,361	6,360	6,360	6,360	6,360	6,360	6,360
10924 OLD MYSTIC FIRE DIST	18,185	18,183	18,183	18,183	18,183	18,183	18,183
10925 GROTON LONG POINT AS	1,271	1,270	1,270	1,270	1,270	1,270	1,270
10926 CTR GROTON FIRE DIST	5,625	5,624	5,624	5,624	5,624	5,624	5,624
10927 WEST PLEASANT VALLEY	8,472	8,471	8,471	8,471	8,471	8,471	8,471
Total Cost Centers	$246,012	$246,000	$246,000	$246,000	$246,000	$246,000	$246,000
FINANCING PLAN							
GENERAL FUND	246,012	246,000	246,000	246,000	246,000	246,000	246,000
Total Financing Plan	$246,012	$246,000	$246,000	$246,000	$246,000	$246,000	$246,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SUBDIVISIONS
DEPARTMENT: SUBDIVISIONS
FUNCTION: FIRE DISTRICTS PILOT 1092

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5230 PYMNTS/CONTRIBUTIONS	246,012	246,000	246,000	246,000	246,000	246,000	246,000
Total Operating Expenses	$246,012	$246,000	$246,000	$246,000	$246,000	$246,000	$246,000
GRAND TOTAL	$246,012	$246,000	$246,000	$246,000	$246,000	$246,000	$246,000

MUMFORD COVE SPECIAL DISTRICT #2060

HIGHLIGHTS & GOALS

Mumford Cove Association contracts with the Noank Fire district for fire protection and taxes the residents for the cost of this service.

The proposed mill rate is an increase of .003 to 0.34 mills for FYE 2018.

FYE 2018 Tax rate calculation is as follows:

• Amount to be raised by taxes	$21,028
• Divided by the 10/1/16 Grand list	$62,627,285
• Equals	0.0003357
• Divided by 99.7% collection rate =	0.0003367
• Multiplied by 1000 = mill rate	0.34

Audit Fund Balance as of 6/30/2016	$217
Estimated Fund Balance as of 6/30/17	$602
Estimated Fund Balance as of 6/30/18	$602
Fund Balance as a % of 2018 Expenditures	2.9%

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: OTHER FUNDS
FUNCTION: MUMFORD COVE 2060

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	21,018	21,028	21,028	21,028	21,028	21,028	21,028
Total Appropriation	$21,018	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028
COST CENTERS							
20600 FIRE PROTECTION	21,018	21,028	21,028	21,028	21,028	21,028	21,028
Total Cost Centers	$21,018	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028
FINANCING PLAN							
CURRENT TAXES	20,968	21,028	21,198	21,028	21,028	21,028	21,028
PRIOR YEAR TAXES	11	0	215	0	0	0	0
FUND BALANCE APPLIED	39	0	0	0	0	0	0
Total Financing Plan	$21,018	$21,028	$21,413	$21,028	$21,028	$21,028	$21,028

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: OTHER FUNDS
FUNCTION: MUMFORD COVE 2060

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5230 PYMNTS/CONTRIBUTIONS	1,008	1,008	1,008	1,008	1,008	1,008	1,008
5290 PROFESS/TECHNICAL SE	20,010	20,020	20,020	20,020	20,020	20,020	20,020
Total Operating Expenses	$21,018	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028
GRAND TOTAL	$21,018	$21,028	$21,028	$21,028	$21,028	$21,028	$21,028

GROTON SEWER DISTRICT #4010

HIGHLIGHTS & GOALS

The overall increase in this budget is $5,402 or 0.7%.

The Groton Sewer District is primarily a debt service fund which pays the principal and interest on sewer bonds and payments to the State of CT for the Clean Water fund loan. Currently the only sewer debt outstanding is the Clean Water Fund loan. The November 2015 referendum approved an ordinance appropriating $8,230,000 for sewer projects. The principal source of revenue is the Sewer District tax.

The proposed mill rate is an increase of 0.02 to 0.27 mills for FYE 2018.

FYE 2018 Tax rate calculation is as follows:

- Amount to be raised by taxes $623,176
- Divided by the 10/1/16 Grand list $2,375,069,727
- Equals 0.000262
- Divided by 98.8% collection rate = 0.000265
- Multiplied by 1000 = mill rate 0.27

Cost Center 0 – Operating Expense

Covers the Sewer district costs related to preparation and mailing of the tax bills.

Cost Center 1 – Debt Service

Debt service for the Clean Water Fund loan payments due to the State of CT. FYE 2018 includes an estimated interest payment for an anticipated bond sale for the sewer projects approved by the voters at referendum in November 2015.

TOWN OF GROTON
FYE 2018
Sewer Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/16	FYE 2017 Principal Payment	FYE 2017 Interest Payment	FYE 2018 Principal Payment	FYE 2018 Interest Payment
2030	12,864,411.44	11/1/2009	20	Clean Water Funds	8,131,185.54	606,051.12	157,068.24	606,051.12	144,947.22
2030	114,143.22	11/1/2011	19	Clean Water Funds	84,686.64	6,312.12	1,635.86	6,312.12	1,509.62
				Sub-Total CWF	8,215,872.18	612,363.24	158,704.10	612,363.24	146,456.84
2038	1,000,000.00	TBD	TBD	TBD	0.00	0.00	0.00	0.00	19,250.00
				TOTALS	8,215,872.18	612,363.24	158,704.10	612,363.24	165,706.84

Debt Service Payment FYE 2018 through FYE 2038

Function #40101-Sewer District			
FYE	**Principal**	**Interest**	**FYE Total**
2018	612,363.24	165,706.84	778,070.08
2019	662,363.24	171,459.58	833,822.82
2020	662,363.24	156,712.32	819,075.56
2021	662,363.24	141,965.06	804,328.30
2022	662,363.24	127,217.80	789,581.04
2023	662,363.24	112,470.53	774,833.77
2024	662,363.24	97,723.27	760,086.51
2025	662,363.24	83,226.00	745,589.24
2026	662,363.24	68,978.75	731,341.99
2027	662,363.24	55,044.48	717,407.72
2028	662,363.24	41,359.23	703,722.47
2029	662,363.24	27,611.96	689,975.20
2030	305,151.35	15,650.76	320,802.11
2031	50,000.00	12,875.00	62,875.00
2032	50,000.00	11,313.00	61,313.00
2033	50,000.00	9,688.00	59,688.00
2034	50,000.00	8,031.00	58,031.00
2035	50,000.00	6,313.00	56,313.00
2036	50,000.00	4,563.00	54,563.00
2037	50,000.00	2,781.00	52,781.00
2038	50,000.00	938.00	50,938.00

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: FINANCE
FUNCTION: GROTON SEWER DISTRICT 4010

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	835,309	828,774	827,781	834,176	834,176	834,176	834,176
Total Appropriation	$835,309	$828,774	$827,781	$834,176	$834,176	$834,176	$834,176
COST CENTERS							
40100 OPERATING EXPENSE	51,994	57,706	56,713	56,105	56,105	56,105	56,105
40101 DEBT SERVICE	783,315	771,068	771,068	778,071	778,071	778,071	778,071
Total Cost Centers	$835,309	$828,774	$827,781	$834,176	$834,176	$834,176	$834,176
FINANCING PLAN							
CURRENT TAXES	605,775	614,194	613,000	623,176	623,176	623,176	623,176
INTEREST & LIEN FEES	9,516	7,500	6,700	5,000	5,000	5,000	5,000
PRIOR YEAR TAXES	6,417	6,100	5,785	5,000	5,000	5,000	5,000
INTEREST INCOME	747	980	1,500	1,000	1,000	1,000	1,000
PILOT:STATE/TAX EXEMPTS	21	0	0	0	0	0	0
SEWER ASSESSMENTS	13,393	0	0	0	0	0	0
FUND BALANCE APPLIED	199,440	200,000	200,796	200,000	200,000	200,000	200,000
Total Financing Plan	$835,309	$828,774	$827,781	$834,176	$834,176	$834,176	$834,176

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: SPEC REV FUNDS-OTHER
DEPARTMENT: FINANCE
FUNCTION: GROTON SEWER DISTRICT 4010

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5201 POSTAGE/PRINT/ADVERT	6,131	10,986	10,193	9,668	9,668	9,668	9,668
5230 PYMNTS/CONTRIBUTIONS	44,534	44,534	44,534	44,534	44,534	44,534	44,534
5290 PROFESS/TECHNICAL SE	858	828	828	828	828	828	828
5300 MATERIALS & SUPPLIES	471	1,358	1,158	1,075	1,075	1,075	1,075
5450 DEBT SERVICE	783,315	771,068	771,068	778,071	778,071	778,071	778,071
Total Operating Expenses	$835,309	$828,774	$827,781	$834,176	$834,176	$834,176	$834,176
GRAND TOTAL	$835,309	$828,774	$827,781	$834,176	$834,176	$834,176	$834,176

TOWN OF GROTON, CT
FYE 2018 BUDGET

SEWER DISTRICT FUND REVENUES: #4010

Current Taxes - The current levy for FYE 2018 is based on all taxable property in the Town (excluding the political sub-division of the City) as of October 1, 2016, after adjustments by the Board of Assessment Appeals. The amount to be raised by taxes is calculated by taking the adopted budget appropriations for FYE 2018 less estimated receipts from non-tax resources. The Grand List pertaining to the Sewer District decreased 3.5% as a result of the October 1, 2016 revaluation. The adopted mill rate for FYE 2018 will be increased by 0.01 to 0.26 mills.

Interest & Liens - represents the interest rate of 1.5% per month that is applied on delinquent taxes as well as a $24.00 lien fee on any property that has a lien placed on it.

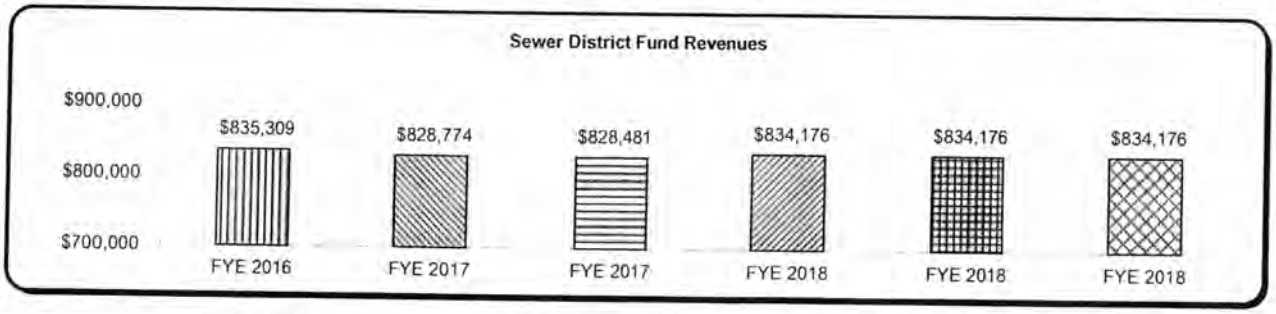
Prior Year Taxes - represents the anticipated collection of delinquent taxes.

Interest Income - reflects the income earned from temporary investments made when funds in a given period exceed the immediate disbursement needs of the Fund.

Sewer Assessments: - represents a formula developed by the Water Pollution Control Authority to recover costs incurred for the various sewer projects. A calculation that includes a connection charge, land value, front footage and area determine a sewer benefit assessment.

Fund Balance Applied: - represents that amount of unassigned Fund Balance in the Sewer District Fund to be used to fund the budget for the next fiscal year.

		ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4110	Current Taxes	$ 605,775	$ 614,194	$ 613,000	$ 623,176	$ 623,176	$ 623,176
4113	Interest & Lien Fees	$ 9,516	$ 7,500	$ 6,700	$ 5,000	$ 5,000	$ 5,000
4114	Prior Year Taxes	$ 6,417	$ 6,100	$ 5,785	$ 5,000	$ 5,000	$ 5,000
4412	Interest Income	$ 747	$ 980	$ 1,500	$ 1,000	$ 1,000	$ 1,000
4553	PILOT: State & Tax Exempts	$ 21	$ 0	$ 0	$ 0	$ 0	$ 0
4747	Sewer Assessments	$ 13,393	$ 0	$ 0	$ 0	$ 0	$ 0
4999	Fund Balance Applied	$ 199,440	$ 200,000	$ 201,496	$ 200,000	$ 200,000	$ 200,000
	Total	$ 835,309	$ 828,774	$ 828,481	$ 834,176	$ 834,176	$ 834,176



Audit Fund Balance as of 6/30/2016	$ 704,808
Estimated Fund Balance as of 6/30/17	$ 504,012
Estimated Fund Balance as of 6/30/18	$ 304,012
Fund Balance as a % of 2018 Expenditures	36.44%

CAPITAL RESERVES/CONTRIBUTIONS #1075

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, the Town Council reduced this function by $1,440,000 and the RTM reduced it further by $100,000 for a total reduction of $1,540,000. The overall decrease in this budget is $296,000 or 39.8%.

This function represents the General Fund Contribution to the Capital Reserve Fund (5010).

The Groton Town Code Article I. Section 2.1(b) requires that: "The town manager shall include in the proposed budget to the town council an allocation of funds to the reserve fund based on the following formula: Calculate the amount of not less than four percent of the general fund budget, subtract the sum necessary to defray general fund obligated annual debt service, the remainder amount to be allocated to the reserve fund for capital and nonrecurring expenditures . . . No appropriation shall be made to such fund so that the total fund balance exceeds 50 percent of the total general fund budget, or the unappropriated portion of the fund exceeds 12 percent of the total general fund budget."

	General Fund	Capital Reserve (FYE 2016)
Adopted Budget	$ 118,897,132	
50% of General Fund	$ 59,448,566	
Total Fund Balance	---------->	$5,813,935
12% of General Fund	$ 14,267,656	
Unappropriated Fund Balance	---------->	$1,497,515

Cost Center 0 – Capital Reserve Fund

Represents the contribution amount to fund proposed capital projects.

Cost Center 2 – Capital Reserve Contribution

The FYE 2017 budget included a new cost center which represented an additional contribution to the Capital Reserve Fund of $100,000 in an effort to increase the fund balance. We are not proposing a contribution in FYE 2018 due to using a portion of the fund balance this year to fund projects. We do hope to be able to propose a contribution to this once again in 2019.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: CAPITAL/DEBT SERVICE
DEPARTMENT: CAPITAL RESERVE
FUNCTION: CAPITAL RESERVE 1075

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	2,723,400	744,000	744,000	1,988,000	1,988,000	548,000	448,000
Total Appropriation	$2,723,400	$744,000	$744,000	$1,988,000	$1,988,000	$548,000	$448,000
COST CENTERS							
10750 CAPITAL RESERVE FUND	2,723,400	644,000	644,000	1,988,000	1,988,000	548,000	448,000
10752 CAP RES CONTRIBUTION	0	100,000	100,000	0	0	0	0
Total Cost Centers	$2,723,400	$744,000	$744,000	$1,988,000	$1,988,000	$548,000	$448,000
FINANCING PLAN							
GENERAL FUND	2,723,400	744,000	744,000	1,988,000	1,988,000	548,000	448,000
Total Financing Plan	$2,723,400	$744,000	$744,000	$1,988,000	$1,988,000	$548,000	$448,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: CAPITAL/DEBT SERVICE
DEPARTMENT: CAPITAL RESERVE
FUNCTION: CAPITAL RESERVE 1075

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5230 PYMNTS/CONTRIBUTIONS	2,723,400	744,000	744,000	1,988,000	1,988,000	548,000	448,000
Total Operating Expenses	$2,723,400	$744,000	$744,000	$1,988,000	$1,988,000	$548,000	$448,000
GRAND TOTAL	$2,723,400	$744,000	$744,000	$1,988,000	$1,988,000	$548,000	$448,000

CAPITAL RESERVE #5010

HIGHLIGHTS & GOALS

This function includes funds to be appropriated for capital improvements.

Payments From Other Funds – represents the contribution from:

General Fund (#10750)	$ 448,000
General Fund (#10752)	$ 0
Sewer Operating (#2020)	$1,369,000
	$1,817,000

The Estimated General Fund Balance for FYE 2017 is $1,993,715 and represents an unexpended appropriation from the Sewer Operating Fund of $181,504 and the General Fund of $1,812,210.

Jun-2017

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: PLANNING & DEVELOPMENT
FUNCTION: CAPITAL RESERVE PROJECTS 5010

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	4,452,400	1,795,000	1,924,500	4,357,000	4,357,000	2,917,000	2,817,000
Total Appropriation	$4,452,400	$1,795,000	$1,924,500	$4,357,000	$4,357,000	$2,917,000	$2,817,000
COST CENTERS							
50107 FYE 2018 CIP	4,452,400	1,795,000	1,924,500	4,357,000	4,357,000	2,917,000	2,817,000
Total Cost Centers	$4,452,400	$1,795,000	$1,924,500	$4,357,000	$4,357,000	$2,917,000	$2,817,000
FINANCING PLAN							
INTEREST INCOME	8,566	7,500	10,000	12,000	12,000	12,000	12,000
INTEREST INCOME-WPCF	4,005	3,200	4,800	5,000	5,000	5,000	5,000
STATE GRANTS	17,280	0	0	0	0	0	0
SCHOOL BLDG GRANTS	291,144	0	316,215	0	0	0	0
MISC STATE REVENUE	0	0	7,980	0	0	0	0
RECORDING INSTRUMENTS	12,072	9,000	10,000	10,000	10,000	10,000	10,000
PAYMENTS FROM OTHER FUNDS	3,397,490	1,245,433	1,245,433	3,357,000	3,357,000	1,917,000	1,817,000
FUND BALANCE APPLIED	721,843	529,867	330,072	973,000	973,000	973,000	973,000
Total Financing Plan	$4,452,400	$1,795,000	$1,924,500	$4,357,000	$4,357,000	$2,917,000	$2,817,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: OTHER FUNDS
DEPARTMENT: TOWN MANAGER
FUNCTION: CAPITAL RESERVE PROJECTS 5010

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5460 RESERVE FUND/EQUIPME	4,452,400	1,795,000	1,924,500	4,357,000	4,357,000	2,917,000	2,817,000
Total Operating Expenses	$4,452,400	$1,795,000	$1,924,500	$4,357,000	$4,357,000	$2,917,000	$2,817,000
GRAND TOTAL	$4,452,400	$1,795,000	$1,924,500	$4,357,000	$4,357,000	$2,917,000	$2,817,000

TOWN OF GROTON, CT
FYE 2018 BUDGET

CAPITAL RESERVE FUND REVENUES: #5010

Interest Income - represents income earned on the short-term investment of funds not required for immediate expenses.

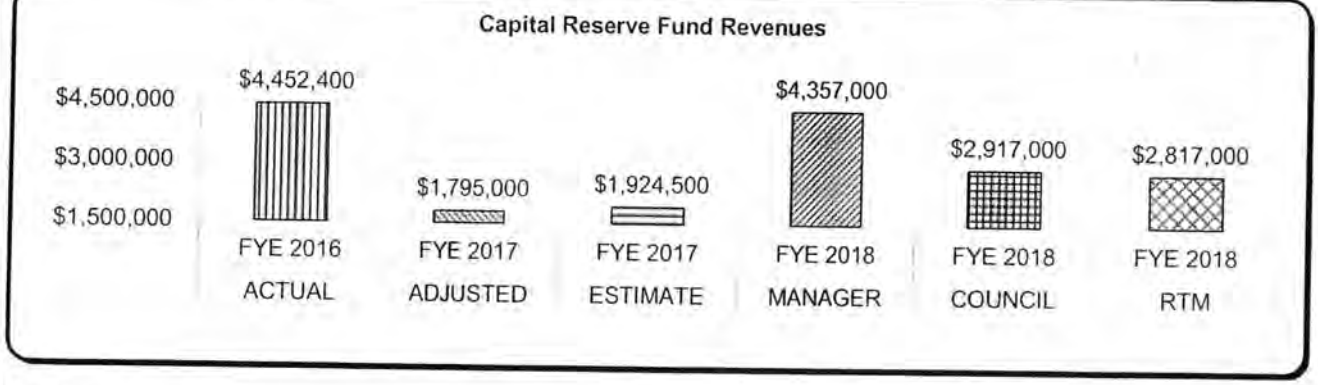
School Building Grants - represents the amount of reimbursement from the State on the principal of non-bonded school projects.

Recording Instruments - PA 05-228 instituted a $30.00 fee for document recording in 2005. The Clerk retains $4.00 of this, $3.00 of which is to be used for local capital improvement projects.

Payments From Other Funds - represents the amount that Other Funds will contribute to the operation of this fund.

Fund Balance Applied - represents the amount of unassigned fund balance in the Capital Reserve Fund to be used to fund the budget for the fiscal year.

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
4412 Interest Income	$ 8,566	$ 7,500	$ 10,000	$ 12,000	$ 12,000	$ 12,000
4412A Interest Income - WPCF	$ 4,005	$ 3,200	$ 4,800	$ 5,000	$ 5,000	$ 5,000
4507 State Grants	$ 17,280	$ 0	$ 7,980	$ 0	$ 0	$ 0
4540 School Building Grants	$ 291,144	$ 0	$ 316,215	$ 0	$ 0	$ 0
4610 Recording Instruments	$ 12,072	$ 9,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
4766 Payments from Other Funds	$ 3,397,490	$ 1,245,433	$ 1,245,433	$ 3,357,000	$ 1,917,000	$ 1,817,000
4999 Fund Balance Applied	$ 721,843	$ 529,867	$ 330,072	$ 973,000	$ 973,000	$ 973,000
Total	$ 4,452,400	$ 1,795,000	$ 1,924,500	$ 4,357,000	$ 2,917,000	$ 2,817,000



Audit Fund Balance as of 6/30/2016	$ 2,323,787
Estimated Fund Balance as of 6/30/17	$ 1,993,715
Estimated Fund Balance as of 6/30/18	$ 1,020,715
Fund Balance as a % of 2018 Expenditures	36.23%

Debt Service #1076

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes to this function. The overall decrease in this budget is $457,219 or 9.2%.

This function contains principal and interest payments for long term financing for general obligation and school bonds.

The FYE 2016 debt service budget had included an estimated interest payment for a potential June 2015 bond sale which did not occur. This is the primary reason for the decrease in Long Term Debt for FYE 2017.

General Fund Debt per Capita

Fiscal Year	2013	2014	2015	2016	2017
Long Term Debt	$38,580,000	$44,835,000	$41,090,000	$37,390,000	$33,710,000
Population **	39,896	40,176	40,167	40,167	40,167
Debt Per Capita	$967	$1,116	$1,023	$931	$839
% Change from PY	-8.6%	-7.9%	14.9%	-9.0%	-9.8%

** Population provided by State of CT Dept. of Public Health

State of CT Municipal Fiscal Indicators Data as of FYE 2014

- Groton total debt (General obligation and Sewer debt) per capita - $1,476
- Groton is ranked #94 out of 169 municipalities
- New Canaan is #1 at $6,314 debt per capita
- 3 municipalities have $0 debt per capita – Putnam, Hampton & Voluntown

Cost Center 0 – General Government

FYE 2018
Town Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/16	FYE 2017 Principal Payment	FYE 2017 Interest Payment	FYE 2018 Principal Payment	FYE 2018 Interest Payment
2025	5,675,000.00	12/13/2011	14	General Purpose (Dec. 2011 refunding)	3,066,000.00	777,000.00	103,435.00	392,000.00	80,055.00
2030	6,752,000.00	3/12/2013	18	General Purpose (Mar. 2013 refunding)	6,297,000.00	437,000.00	223,645.00	445,000.00	210,415.00
2019	375,000.00	4/16/2014	5	General Purpose (B) Senior Center	225,000.00	75,000.00	4,875.00	75,000.00	3,281.26
2034	8,945,000.00	4/16/2014	20/10	General Purpose (A)	7,680,000.00	635,000.00	216,843.76	635,000.00	197,793.76
2034	2,820,000.00	TBD	TBD	TBD	0.00	0.00	0.00	0.00	50,200.00
				Totals	17,268,000.00	1,924,000.00	548,798.76	1,547,000.00	541,745.02

Cost Center 1 – Education

FYE 2018
Education Long Term Debt Payment Schedule

FYE Maturity	Original Issue Amount	Date of Issue	Term of Issue (years)	Purpose of Issue	Principal Balance 07/01/16	FYE 2017 Principal Payment	FYE 2017 Interest Payment	FYE 2018 Principal Payment	FYE 2018 Interest Payment
2029	10,630,000.00	12/31/2011	18	Schools (refunding)	8,589,000.00	968,000.00	313,277.50	968,000.00	274,557.50
2030	12,308,000.00	3/12/2013	18	Schools (refunding)	11,533,000.00	788,000.00	425,630.00	775,000.00	402,185.00
				Totals	20,122,000.00	1,756,000.00	738,907.50	1,743,000.00	676,742.50

Debt Service Payment FYE 2018 through FYE 2034

Function #10760-General Government			
FYE	**Principal**	**Interest**	**FYE Total**
2018	1,547,000.00	541,745.00	2,088,745.00
2019	1,827,000.00	531,061.25	2,358,061.25
2020	1,628,000.00	464,460.00	2,092,460.00
2021	1,612,000.00	410,656.25	2,022,656.25
2022	1,617,000.00	355,926.25	1,972,926.25
2023	1,615,000.00	304,433.75	1,919,433.75
2024	1,611,000.00	257,442.50	1,868,442.50
2025	1,229,000.00	209,203.75	1,438,203.75
2026	1,046,000.00	171,815.00	1,217,815.00
2027	1,046,000.00	136,375.00	1,182,375.00
2028	967,000.00	103,650.00	1,070,650.00
2029	692,000.00	78,115.00	770,115.00
2030	687,000.00	56,455.00	743,455.00
2031	260,000.00	40,950.00	300,950.00
2032	260,000.00	31,200.00	291,200.00
2033	260,000.00	20,800.00	280,800.00
2034	260,000.00	10,400.00	270,400.00

Debt Service Payment FYE 2018 through FYE 2030

Function #10810-Board of Education FYE 2004 10761			
FYE	**Principal**	**Interest**	**FYE Total**
2018	**1,743,000.00**	**676,742.50**	**2,419,742.50**
2019	**1,743,000.00**	**606,032.50**	**2,349,032.50**
2020	**1,747,000.00**	**532,433.75**	**2,279,433.75**
2021	**1,743,000.00**	**463,700.00**	**2,206,700.00**
2022	**1,738,000.00**	**394,080.00**	**2,132,080.00**
2023	**1,725,000.00**	**327,222.50**	**2,052,222.50**
2024	**1,719,000.00**	**265,520.00**	**1,984,520.00**
2025	**1,731,000.00**	**202,108.75**	**1,933,108.75**
2026	**1,709,000.00**	**134,853.75**	**1,843,853.75**
2027	**1,659,000.00**	**68,406.25**	**1,727,406.25**
2028	**903,000.00**	**21,318.75**	**924,318.75**
2029	**173,000.00**	**4,110.00**	**177,110.00**
2030	**33,000.00**	**495.00**	**33,495.00**

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: CAPITAL/DEBT SERVICE
DEPARTMENT: DEBT SERVICE
FUNCTION: DEBT SERVICE 1076

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	5,106,382	4,967,757	4,967,707	4,510,538	4,510,538	4,510,538	4,510,538
Total Appropriation	$5,106,382	$4,967,757	$4,967,707	$4,510,538	$4,510,538	$4,510,538	$4,510,538
COST CENTERS							
10760 GENERAL GOVERNMENT	2,564,104	2,472,849	2,472,799	2,090,795	2,090,795	2,090,795	2,090,795
10761 EDUCATION	2,542,278	2,494,908	2,494,908	2,419,743	2,419,743	2,419,743	2,419,743
Total Cost Centers	$5,106,382	$4,967,757	$4,967,707	$4,510,538	$4,510,538	$4,510,538	$4,510,538
FINANCING PLAN							
GENERAL FUND	5,106,382	4,967,757	4,967,707	4,510,538	4,510,538	4,510,538	4,510,538
Total Financing Plan	$5,106,382	$4,967,757	$4,967,707	$4,510,538	$4,510,538	$4,510,538	$4,510,538

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: CAPITAL/DEBT SERVICE
DEPARTMENT: DEBT SERVICE
FUNCTION: DEBT SERVICE 1076

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5290 PROFESS/TECHNICAL SE	0	50	0	2,050	2,050	2,050	2,050
5450 DEBT SERVICE	5,106,382	4,967,707	4,967,707	4,508,488	4,508,488	4,508,488	4,508,488
Total Operating Expenses	$5,106,382	$4,967,757	$4,967,707	$4,510,538	$4,510,538	$4,510,538	$4,510,538
GRAND TOTAL	$5,106,382	$4,967,757	$4,967,707	$4,510,538	$4,510,538	$4,510,538	$4,510,538

TOWN OF GROTON, CT
JUNE 30, 2016
STATUTORY DEBT LIMITS & TOWN INDEBTEDNESS

Purpose: To describe the Town's current indebtedness level and to demonstrate its relationship to statutory limits and Town Council Policy.

Total Tax Collections (including interest & lien fees)	$80,220,537
Total Tax Collections (including interest and lien fees) of coterminous municipalities	$15,231,957
Reimbursement for Revenue Loss from Tax Relief for the elderly	$2,000
Base for Establishing Debt Limit (per State Statute)	$95,454,494

Debt Limits (per State Statute):	General Purpose	Schools	Sewers	Urban Renewal	Unfunded Pension	Total Debt
General Purpose						
(2.25 times base)	$214,772,612					
Schools						
(4.50 times base)		$429,545,223				
Sewers						
(3.75 times base)			$357,954,353			
Urban Renewal						
(3.25 times base)				$310,227,106		
Unfunded Pension						
(3.00 times base)					$286,363,482	
Total Debt						
(7.0 times base)						$668,181,458
Less Indebtedness:						
Bonds	$17,268,000	$20,122,000	$4,150,000	$0	$0	$41,540,000
Serial Notes	$0	$0	$0	$0	$0	$0
Authorized & Unissued	$10,600,505	$0	$0	$0	$0	$10,600,505
Underlying Debt:						
Bonds & Serial Notes	$5,400,937	$0	$385,000	$0	$0	$5,785,937
Authorized & Unissued	$0	$0	$2,750,000	$0	$0	$2,750,000
School Buildings Grants		$0			$0	$0
Total Indebtedness	$33,269,442	$20,122,000	$7,285,000	$0	$0	$60,676,442
Excess of State Limit Over Outstanding and Amortized Debt	$181,503,170	$409,423,223	$350,669,353	$310,227,106	$286,363,482	$607,505,016
	15.5%	4.7%	2.0%	0.0%	0.0%	9.08%

* * Underlying debt is the debt of smaller municipal units within a government's jurisdiction. In the event of a default, the community may have a moral or political obligation to assume the debt and provide the special services of the defaulting unit.

Town Council Policy:

In September, 1993 the Town Council adopted a Debt Policy & Management/Fiscal Practices Policy, as revised in February 2014, that sets the limits on debt issuance which are more stringent than those imposed by the State of Connecticut.

The Council's policy provides the following guidelines, which excludes underlying debt:

1) The Town shall not exceed fifty (50) percent of its statutory debt limit. The Town is well below the statutory debt limits at its current 9.08% of Town debt to statutory debt limit.
2) Total debt service shall not exceed ten (10) percent of the Total General Fund expenditures. Based on the proposed budget, the Town's debt service payment for FYE 2018 will be at 3.8% of expenditures.

TOWN OF GROTON
FYE 2018

Calculation of Debt Payments, Capital and Contingency Reserves
(as a percent of the General Fund Budget)

As per the Town Council Policy adopted/revised on February 4, 2014 entitled:
"Debt Policy and Management/Fiscal Practices"

1) Calculation of Capital Reserve & Debt Reserve Allocation to be not less than 4% of General Fund Budget.
2) Contingency Reserve is not to be more than 2% of the General Fund Operating Budget.

A) CALCULATION OF 4% AND 2% FIGURES		FYE 2018 Adopted
Total General Fund Budget (GFB)		$118,897,132
Calculate 4% of GFB		$4,755,885
B) DEBT & CAPITAL % CALCULATION		FYE 2018 Adopted
B1) Outstanding Debt Payments:		
Total Debt Payments (#1076)		$4,510,538
Total Debt payments		$4,510,538
B2) Capital Reserve Contribution:		
Capital Reserve (#10750)		$448,000
Total Capital Reserve		$448,000
Total Debt & Capital		$4,958,538
% of Debt Payments & Contribution to Capital Reserve to GFB		4.2%
	$ Amount over 4% allocation	$ 202,653
C) CONTINGENCY & % CALCULATION		FYE 2018 Adopted
Contingency (#10741)		$650,000
% of Contingency to GFB (= or < 2%)		0.5%

CONTINGENCY #1074

HIGHLIGHTS & GOALS

Final FYE 18 Budget Result: During budget deliberations, there were no changes made to this function. The overall increase in this budget request is $225,000 or 52.9%.

This represents the amount of funds set aside for unforeseen expenses.

Town Charter Section 9.10.7 requires that no expenditure may be charged directly to the Contingency account. Funds may be transferred from Contingency to any other account upon Town Council approval. Transfers of $10,000 or more require the approval of the Representative Town Meeting (RTM).

The Town's Debt Policy and Management/Fiscal Practices specifies that an annual contingency reserve of not more than 2.0% of the General Fund operating budget must be maintained. This request of $650,000 equates to 0.5% of the General Fund Operating Budget.

Recent Contingency Experience:

FYE 2017: $425,000 was appropriated. Transfers in the amount of $138,091 were approved for wage increases, Charter Revision Commission, CTNEXT Initiative, Thames River Waterfront Taxi, historical document purchase, Town Manager recruitment services Fleet fund contribution. Pending RTM approval is a $276,195 transfer for Legal Services, Human Resources, Insurance & Claims, Self-Funded Plans, Finance, Emergency Communications and Public Safety leaving a balance of $10,714.

FYE 2016: $550,000 was appropriated and transferred to Voter Registration, Town Clerk, Information Technology, Finance, Public Safety, Public Works, Office of Planning & Development, Human Services, Library, Parks & Recreation, Legal Services and Insurance & Claims

FYE 2015: $350,000 was appropriated and transferred to Executive Management, Public Works, Human Services, Regional Agencies and Finance. A supplemental appropriation from Fund balance was also required ($286,936).

FYE 2014: $350,000 was appropriated and was transferred to Debt Service, City of Groton & Public Works.

FYE 2013: $450,000 was appropriated and $266,392 was transferred to Legal Services, Probate and departmental functions leaving a balance of $183,608.

FYE 2012: $350,000 was appropriated and $223,000 was transferred to Capital Reserve and Voter Registration leaving a balance of $127,000.

FYE 2011: $350,000 was appropriated and $237,545 was transferred to Town Clerk, Voter Registration and Public Works leaving a balance of $112,455.

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: CONTINGENCY
DEPARTMENT: CONTINGENCY
FUNCTION: CONTINGENCY 1074

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
APPROPRIATION							
Operating Expenses	0	299,821	114,399	650,000	650,000	650,000	650,000
Total Appropriation	$0	$299,821	$114,399	$650,000	$650,000	$650,000	$650,000
COST CENTERS							
10741 GENERAL CONTINGENCY	0	299,821	114,399	650,000	650,000	650,000	650,000
Total Cost Centers	$0	$299,821	$114,399	$650,000	$650,000	$650,000	$650,000
FINANCING PLAN							
GENERAL FUND	0	299,821	114,399	650,000	650,000	650,000	650,000
Total Financing Plan	$0	$299,821	$114,399	$650,000	$650,000	$650,000	$650,000

TOWN OF GROTON
SUMMARY COST CENTER
FYE 2018 ADOPTED BUDGET

6-Jun-2017

AREA OF SERVICE: CONTINGENCY
DEPARTMENT: CONTINGENCY
FUNCTION: CONTINGENCY 1074

	ACTUAL FYE 2016	ADJUSTED FYE 2017	ESTIMATE FYE 2017	REQUEST FYE 2018	MANAGER FYE 2018	COUNCIL FYE 2018	RTM FYE 2018
OPERATING EXPENSES							
5499 CONTINGENCY	0	299,821	114,399	650,000	650,000	650,000	650,000
Total Operating Expenses	$0	$299,821	$114,399	$650,000	$650,000	$650,000	$650,000
GRAND TOTAL	$0	$299,821	$114,399	$650,000	$650,000	$650,000	$650,000

TOWN OF GROTON

Capital Improvement Budget/Program

The Capital Improvement Plan (CIP) is a long-term planning and policy document that includes capital projects for the upcoming fiscal year plus the ensuing five (5) fiscal years. Projects are evaluated and prioritized in terms of their need by the Town, their cost effectiveness, their ability to generate economic benefit, and their courses of funding. In this way, projects included in the CIP are only those that reflect both the capital needs of the Town and its ability to fund these projects.

The Town prepares its CIP document in accordance with two definitions of what constitutes a capital improvement:

> "...Capital improvement means a major improvement or betterment of a non-recurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature,..." (Connecticut State Statutes, Sec. 8-160)
>
> "Appropriations from the fund (Capital Reserve Fund for capital and non-recurring expenditures) shall be made only for capital assets, projects, or acquisitions of a non-recurring nature, with a cost of over $25,000, and with a useful life expectancy of over five years." (Code of Ordinances, Chapter 2, Section 2-1©; Ord. No. 179, 9-17-85)

This section of the Budget contains the Capital Improvement Budget (CIB) which is the annual appropriation for capital spending for the various projects that pertain to the upcoming fiscal year. This CIB summary page provides a one-line description of the projects and denotes each project's source of funding. In addition to the summary page, each proposed project is described on an individual Project Detail sheet which contains a brief description of the project, the estimated cost, proposed method of financing, and a schedule for implementation.

TOWN OF GROTON Reconciliation from Manager's to Council's to RTM's FYE 2018 Capital Projects Budget			Capital Reserve Fund (501)
Manager's Budget (as of 3/15/2017):		**$**	**2,988,000**
Reductions to Manager's Budget by Town Council:			
5A)	Water Service Needs (4/3/17)	$	(30,000)
5B)	Asbestos Removal (4/3/17)	$	(185,000)
5J)	Mary Morrison (4/3/17)	$	(5,000)
1G)	North Stonington Road Bridge (4/13/17)	$	(309,000)
2A)	Culvert Rehabilitation (4/13/17)	$	(20,000)
6A)	Spicer House (4/13/17)	$	(90,000)
4E)	Park Improvement/ADA Compliance (4/13/17)	$	(45,000)
7B)	Computer Technology Acquisition-Software	$	(531,000)
5A)	Water Service Needs (4/21/17)	$	(20,000)
5B)	Asbestos Removal (4/21/17)	$	(185,000)
5J)	Mary Morrison (4/21/17)	$	(20,000)
Council's Budget (as of 4/22/2017):		**$**	**1,548,000**
Reductions to Council's Budget by RTM:			
6C)	Town Hall Complex (5/8/2017)	$	(100,000)
RTM's Budget (as of 5/22/17):		**$**	**1,448,000**
	Add WPCF Projects	**$**	**1,369,000**
	Total Capital Projects	**$**	**2,817,000**

CAPITAL PROJECTS - FYE 2018 (000)						
PROJECT	Page #	Source of Funds			Other Funding Source	Total Costs
		Capital Reserve Fund	General Obligation Bonds	Other		
1) ROADS						
A) TOWN-WIDE PAVEMENT MANAGEMENT PROGRAM	237	$ -				$ -
G) NORTH STONINGTON ROAD BRIDGE	238	$ -		$ -	Stonington/Local Bridge Funding	$ -
I) LOTCIP ROADWAYS AND INTERSECTIONS	239			$ 170	LOTCIP	$ 170
SUBTOTAL		**$ -**		**$ 170**		**$ 170**
2) DRAINAGE AND WATERSHED PROTECTION						
A) CULVERT REHABILITATION	240	$ 25				$ 25
SUBTOTAL		**$ 25**				**$ 25**
3) SIDEWALKS						
C) THOMAS ROAD BIKEWAY	241	$ 275				$ 275
SUBTOTAL		**$ 275**				**$ 275**
4) PARKS AND RECREATION						
E) PARK IMPROVEMENT/ADA COMPLIANCE	242	$ -				$ -
I) VARIABLE MESSAGE DISPLAY	243			$ 50	Fundraising/Grants	$ 50
J) COPP PARK HABITAT RESTORATION	244			$ 25	Comm. Foundation Grant	$ 25
L) COPP FAMILY PARK TRAIL IMPROVEMENTS	245			$ 100	Recreation Trails Grant	$ 100
M) CALVIN BURROWS FIELD LIGHTING	246			$ 83	Fundraising/Grants	$ 83
SUBTOTAL		**$ -**		**$ 258**		**$ 258**
5) EDUCATION						
A) WATER SERVICE NEEDS	246	$ -				$ -
B) ASBESTOS REMOVAL	248	$ -				$ -
J) MARY MORRISSON	249	$ -				$ -
SUBTOTAL		**$ -**				**$ -**
6) PUBLIC BUILDINGS						
A) SPICER HOUSE - PARKS AND RECREATION OFFICE	250	$ -				$ -
C) TOWN HALL COMPLEX	251	$ 300				$ 300
K) GOLF COURSE FACILITIES - CLUB HOUSE	252	$ 30				$ 30
L) LEASED BUILDINGS	253	$ 40				$ 40
N) FUEL TANK REPLACEMENT	254	$ 45				$ 45
SUBTOTAL		**$ 415**				**$ 415**
7) TECHNOLOGY						
B) COMPUTER TECHNOLOGY ACQUISITION - SOFTWARE SYSTEMS	255	$ 658				$ 658
SUBTOTAL		**$ 658**				**$ 658**
9) ENERGY EFFICIENCY AND CONSERVATION						
A) NATURAL GAS CONVERSIONS	256	$ 75				$ 75
SUBTOTAL		**$ 75**				**$ 75**
10) WATER POLLUTION CONTROL FACILITY						
A) SEWER LINE INFRASTRUCTURE REPAIR	257			$ 50	WPCF User Fees	$ 50
B) PUMP STATIONS	258			$ 651	WPCF User Fees	$ 651
C) TREATMENT FACILITY	259			$ 668	WPCF User Fees	$ 668
SUBTOTAL		**$ -**		**$ 1,369**		**$ 1,369**
TOTAL		**$ 1,448**	**$ -**	**$ 1,797**		**$ 3,245**

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) TOWN-WIDE PAVEMENT MANAGEMENT PROGRAM	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town is responsible for funding the entire road network of 128 center line miles (Town, City, and Groton Long Point) of accepted roads. A pavement management study was completed for the entire network. This formal evaluation provided a systematic, consistent approach to the evaluation of the present condition of the road surface. It is used to prioritize the repairs. It is not intended to replace sound engineering judgment, which should dictate specific needs for an individual project. All roads identified in this project fall under the definition of needing rehabilitation. This is defined as milling the top two inches of old asphalt from the surface and replacing with new asphalt; or full depth reclamation, where the asphalt is ground up and mixed with the base to establish a new base and then resurfaced with three to five inches of new asphalt. Pavement maintenance and repair activities are not to be funded under this project. These are found in the operating budgets of the respective subdivisions.

A referendum was approved in November 2012 totaling $11,200,000 to fund pavement management activities in the three areas of the Town for the next five years. The Town's portion is $6,365,000, the City's portion is $3,542,000, and Groton Long Point's portion is $987,000.

Programmed for FYE 19 are funds ($79,000) to update the road evaluations last completed in 2008.

Programmed for FYE 20 will be another bond referendum to continue the systematic, consistent approach for maintaining our roads. The Town's estimated cost for the next referendum is $7,000,000, the City of Groton is $3,900,000, and Groton Long Point is $1,100,000.

Historical data for the Town shows a reduction of pavement area by 1% results in future savings in maintenance repair costs.

Engineering: In-house
Construction: Combination-Contractor for pavement recycling, in-house paving and restoration
Impact on operating budget: Funds for repairs can be reallocated to other roads increasing pavement ratings
Sustainability Goals: Goal 3 (reduce greenhouse gas)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	C		79					79
B. Land and Right of Way								0
C. Construction	G			12000				12000
D. Equipment								0
E. Other Costs								0
Total	C,G	0	79	12000	0	0	0	12079

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
G) NORTH STONINGTON ROAD BRIDGE	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

In March 2010 the North Stonington Road Bridge, which straddles Groton and Stonington, was in poor condition following a 500 year storm. Groton and Stonington hired an engineering firm to perform an inspection and load rating analysis of the bridge. The inspection revealed that the superstructure should be repaired or replaced, and a weight restriction was placed on the bridge. The condition of the bridge was not a result of the flooding.

Funding was approved in FYE 12 to design the repair work and the cost was shared 50/50 with Stonington. Groton's share for the design and construction of the repairs was $50,000. Repair work began on the bridge in June 2012. It became clear that the deck would have to be replaced, something not anticipated at the start of work. Work stopped and the engineer estimated the cost of deck replacement to be $200,000 or replacement of the entire superstructure to be $750,000.

On March 31, 2014, with Town Council authorization, a settlement was reached with the original engineering firm for $90,000. These funds were used to hire a consulting engineering firm to investigate the existing abutments and proposed alternatives to reestablish the bridge. That investigation has been completed and reviewed with the Town of Stonington.

A preliminary application has been awarded for a 50% grant through the State's Local Bridge Program for FYE 16 to replace the entire bridge.

Requested for FYE 18 are funds ($18,000) to complete the design and funds ($1,197,000) for construction, project inspection and contract administration to replace the bridge. It is estimated that the grant will cover $597,000, with the remaining $600,000 shared 50/50 between the towns of Groton and Stonington.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: None

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	O	0						0
	C	0						0
B. Land and Right of Way								0
C. Construction	O	0						0
	C	0						0
D. Equipment								0
E. Other Costs								0
Total	C,O	0	0	0	0	0	0	0

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds
(O) Other (Town of Stonington - $309,000; Local Bridge Funding - $597,000)

The Town Council reduced this project from $1,215,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
I) LOTCIP ROADWAYS AND INTERSECTIONS	1) ROADS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Local Transportation Capital Improvement Program (LOTCIP) provides State funds to urbanized area municipal governments in lieu of Federal funds. Applications are reviewed and endorsed by the Southeastern Connecticut Council of Governments (SCCOG). The local municipality is responsible for the engineering design and permitting for qualified projects. An application has been submitted for intersection improvements at Bridge Street and Kings Highway. This project will improve traffic circulation to accommodate the increased traffic volume that will result from 800 Electric Boat employees occupying the former Caldor Store at 9 Kings Highway. Other projects that have been identified for LOTCIP applications include intersection improvements at Hazelnut Hill Road and Route 117 and raising the vertical clearance at the Amtrak overpass on Poquonnock Road.

Approved in FYE 17 were funds ($160,000) for design and permitting of the Bridge Street and Kings Highway intersection improvements.
Requested for FYE 18 are funds ($170,000) for right of way acquisition associated with the Bridge Street/Kings Highway intersection improvements.
Programmed for FYE 19 are funds ($1,600,000) for construction of the Bridge Street/Kings Highway improvements.
Programmed for FYE 20 are funds ($200,000) for a LOTCIP application, design and permitting for the Hazelnut Hill Road/Route 117 intersection improvements.
Programmed for FYE 21 are funds ($50,000) for right of way acquisition for the Hazelnut Hill Road/Route 117 intersection improvements.
Programmed for FYE 22 are funds ($2,000,000) for construction of the Hazelnut Hill Road/Route 117 intersection improvements.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	C			200				200
B. Land and Right of Way	O	170			50			220
C. Construction	O		1600			2000		3600
D. Equipment								0
E. Other Costs								0
Total	C,O	170	1600	200	50	2000	0	4020

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LOTCIP)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) CULVERT REHABILITATION	2) DRAINAGE AND WATERSHED PROTECTION

DESCRIPTION/PURPOSE/JUSTIFICATION

There are several stream crossings in the Town that need pipes replaced and/or the road crossing realigned/widened. The rain event of March 2010 highlighted the need to improve these crossings to prevent the isolation of neighborhoods and to provide access to these areas for emergency response. These projects will correct and renovate those stream crossings, making them safer for vehicles, adding protection for the watercourse and providing protection downstream of the road crossing in the case of overtopping. This project is consistent with the Town of Groton Hazard Mitigation Plan.

Requested for FYE 18 are funds ($45,000) to design the replacement of the existing pipes and the widening of the road at the stream crossing on Pumpkin Hill Road. Preliminary investigation by the Department has determined that a portion of the road north of the stream crossing will require reconstruction and realignment to eliminate stormwater overtopping the road. A drainage analysis will be completed to properly design the system.

Programmed for FYE 19 are funds ($105,000) for the replacement of the old stone culvert on River Road, opposite house #901. The existing culvert is in a deteriorated state and numerous temporary repairs have been made.

Programmed for FYE 20 are funds ($125,000) for the replacement of the culvert on Quaker Farm Road. The existing stream crossing consists of twin 36" diameter pipes that would normally carry the flow. However, this area is home to beaver and the twin circular pipes provide an excellent base for their dam construction. These twin pipes would be replaced with a box culvert, providing the Department with an easier structure to clean and the opportunity to install a water "by-pass" structure to keep the water from overtopping the road. Also programmed for FYE 20 are the construction funds (TBD) for Pumpkin Hill Road. The department will submit the project for LOTCIP funding in FYE 20.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	C	25						25
B. Land and Right of Way								0
C. Construction	O			TBD				TBD
	C		105	125				230
D. Equipment								0
E. Other Costs								0
Total	C,O	25	105	125	0	0	0	255

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (LOTCIP)

The Town Council reduced this project from $45,000 to $25,000 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) THOMAS ROAD BIKEWAY	3) SIDEWALKS

DESCRIPTION/PURPOSE/JUSTIFICATION

This project involves the installation of 3,400 linear feet of multi-purpose path (with a boardwalk bridge) along Thomas Road, from the intersection of Tower Avenue/High Rock Road to the intersection of Shennecossett Road in the City. This project is in keeping with the policies identified in the 2016 Plan of Conservation and Development and the 2005 Bicycle and Pedestrian Master Trails Plan to establish a bikeway network in the Town. The design took into account the documented hazardous condition for pedestrians and cyclists along the road and the need to minimize the impact to sensitive environmental areas adjacent to the salt marsh and estuary at Birch Plain Creek.

Local funding has been authorized in previous years from both capital reserve and LoCIP funding sources. Due to delays prompted by requirements of the Army Corp of Engineers and Groton Utilities (water line crossing at Birch Plain Creek), the latest estimate by our consultants brings the total project cost to $2,028,000. The Town is responsible for 100% of the design costs, 20% of construction and rights of way acquisition costs, which are expected to total as much as $852,000.

The above delays and additional costs relating to Groton Utilities requirements for the pedestrian bridge construction over the water line in Birch Plain Creek and additional rounds of environmental permitting will now require additional funding for the construction costs mentioned above.

Requested for FYE 18 are additional funds ($275,000) for construction. These funds coupled with the existing local funding of $250,000 will achieve the match requirement for construction.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 3 (reduce GHG and/or vehicle trips)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	275						275
D. Equipment								0
E. Other Costs								0
Total	C	275	0	0	0	0	0	275

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
E) PARK IMPROVEMENT/ADA COMPLIANCE	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

The Park Improvement Plan recommendations are based on the estimated life of a park asset, current life cycle, and calculated replacement cost. The plan strives to increase productivity by improving efficiency, service delivery, and values of park assets; and reducing down time, repair costs, and the initial capital costs associated with future asset replacement.

The Americans with Disabilities Act (ADA) adopted new requirements for accessibility to park and recreation facilities that took effect in 2012. Based on a review of 31 recreational sites by Recreational Accessibility Consultants (RAC), an ADA Transitional Plan was developed. The plan outlines the corrective actions required and establishes a proposed timeline to complete the work.

Funding for projects requested in FYE 17 were pushed out to FYE 18.

Requested for FYE 18 are funds ($45,000) to:
1) Repair the playing surface on the roller hockey rink adjacent to the Senior Center - $20,000. The concrete is cracked and the playing surface has come off the edge of the rink along the side boards, creating a safety concern.
2) Replace the Tanglewood Park basketball court in the Tanglewood subdivision. Court surface has deep, wide cracks (see 4E Addendum) and has lifted in areas adjacent to the cracks. Project would also include an ADA compliant path from the parking lot to the court - $25,000.

Programmed for FYE 19 through FYE 23 are funds ($60,000/year) to meet the estimated costs identified in the Park Improvement and ADA Transition Plans.

Engineering:
Construction: Contractor
Impact on operating budget: Minimal reduction in repair/maintenance costs
Sustainability Goals: Goal 5 (protect assets)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	0	60	60	60	60	60	300
D. Equipment								0
E. Other Costs								0
Total	C	0	60	60	60	60	60	300

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $45,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
I) VARIABLE MESSAGE DISPLAY	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

The proposed project is to replace the existing sign along Route 117 in front of the Senior Center and Library with a variable message display. The display board would be integrated into a sign similar to the existing sign. The electronic sign would allow both departments to promote the hundreds of different programs that are offered within those two facilities and eliminate the swing signs that are frequently posted on the ground along the road. Additionally, the electronic sign could be used for local and regional emergencies and to promote Town-wide events.

Requested for FYE 18 are funds ($50,000) for the purchase and installation of this variable message display sign. A State Nuclear Safety Grant (NSG) application for $14,000 will be submitted and the remaining cost will be raised by donations.

Club 55 of the Senior Center has already committed $2,200 toward the project.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	50						50
D. Equipment								0
E. Other Costs								0
Total	O	50	0	0	0	0	0	50

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds
(O) Other (Fundraising, Nuclear Safety Grant)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
J) COPP PARK HABITAT RESTORATION	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

The Habitat Restoration Project would include the establishment of a butterfly restoration area within the Copp Family Park. Milkweed plants, the food source of Monarch butterflies, will be planted within an existing two acre meadow. The project would include an educational component with benches for school groups/park users to sit, and permanent display panels with educational information on butterflies, their habitat, and information about meadows. The proposed project also includes rehabilitating a portion of an existing trail that runs along the edge of the meadow for easier access.

An application was submitted to the Community Foundation of Eastern Connecticut for funds to complete the Habitat Restoration project. The grant required a match of in-kind services. While the application was not successful, it scored high and Groton has been encouraged to submit again.

Requested for FYE 18 are funds ($25,000) for habitat restoration. Another application will be submitted to the Community Foundation for a grant.

The Copp Board fully supports this project.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: None
Sustainability Goals: N/A

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	O	6						6
B. Land and Right of Way								0
C. Construction	O	19						19
D. Equipment								0
E. Other Costs								0
Total	O	25	0	0	0	0	0	25

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (Community Foundation Grant)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
L) COPP FAMILY PARK TRAIL IMPROVEMENTS	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

In FYE 12 funds ($150,000) were approved for the design, permitting and construction of trail improvements at the Copp Family Park. The funds were provided through a State DEEP grant and were used to widen trails to make them more accessible and to construct a bridge over a small watercourse.

Approved for FYE 15 were funds ($25,000) to be used for matching trail grants.

The project will extend the recently completed trail sections in two directions. One section would go from the bridge out to the overlook by the reservoir and back towards the dog park. The estimated cost is ($70,000). The second section of the project would continue rebuilding the trail from the bridge along the main loop. Work within this section includes modifying the trail to allow passage over a small stream. The estimated cost is ($55,000). Engineering and permitting for both sections of this project is complete.

Requested for FYE 18 are funds ($100,000) to construct the trail extension.

An application will be submitted for a Recreational Trails Grant (RTG). An RTG is a reimbursable grant and funding requires a 20% match. The grant request will be for $100,000 for the recreation trail. Grants have not been available through the State for the past two years.

Engineering: In-House/Consultant
Construction: Contractor
Impact on operating budget: Minimal
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	100						100
D. Equipment								0
E. Other Costs								0
Total	O	100	0	0	0	0	0	100

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (Recreational Trails Grant)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
M) CALVIN BURROWS FIELD LIGHTING	4) PARKS AND RECREATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Calvin Burrows Field Park is a heavily used Little League field. The field and buildings are in good condition. Use is currently limited to daylight hours as there is no field lighting.

The proposed project is to purchase and install lights at the baseball field to extend play on a nightly and seasonal basis. The 2014 Athletic Field Needs Assessment identified a shortage of baseball fields in Groton. Adding lights will allow the Groton Little League to partially address the shortage.

The lights have been designed to meet Little League lighting specifications for evening games. The lights will allow Groton to host regional Little League tournaments.

Requested for FYE 18 are funds ($83,000) for the purchase and installation of the field lights. Groton Little League is paying for the project through grants, donations, fundraisers and financing. They have already received a $20,000 donation from Groton Utilities.

Engineering: In-House/Consultant
Construction: Contractor
Impact on operating budget: Minimal
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	O	16						16
D. Equipment	O	67						67
E. Other Costs								0
Total	O	83	0	0	0	0	0	83

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (Fundraising/Grants)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) WATER SERVICE NEEDS	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

In keeping with our charge to provide a clean and safe learning environment, Groton Public Schools with the assistance of Groton Utilities has begun testing for the presence of lead in the water systems of all of its schools. While the water supply to the schools is within allowable limits, test results indicate the presence of lead in limited areas of Fitch High School, Claude Chester and Pleasant Valley Elementary. The drinking water in the affected areas has been turned off and bottled water is being supplied as needed. The mitigation plan called for removal of lead-soldered fittings along the supply lines. This was accomplished in the summer of 2016. New test results continue to show the presence of lead at unacceptable levels and in one case, just barely below. The next step in our mitigation plan is to change the fixtures affected and re-test. A more complex mitigation plan may be required which will require the hiring of outside consultants and architects.

Requested for FYE 18 are funds ($50,000) for the development of plans and specifications for water service needs for Claude Chester, Pleasant Valley, and Fitch High School.

Programmed for FYE 19 are funds ($150,000) for the construction of updated water service for Claude Chester, Pleasant Valley, and Fitch High School.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	C	0						0
B. Land and Right of Way								0
C. Construction	C		150					150
D. Equipment								0
E. Other Costs								0
Total	C	0	150	0	0	0	0	150

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $50,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) ASBESTOS REMOVAL	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

This is a project to complete removal of non-friable asbestos from all schools. This is a solid form of asbestos that does not mix easily with air unless damaged or abraded. Although the State does not require removal of non-friable asbestos in good condition, the Asbestos Emergency Hazard Response Act (AEHRA) requires all damaged asbestos-containing material to be removed. In the past, each summer the damaged areas of non-friable asbestos were abated as they occurred, but a considerable amount of floor tile in all schools (except Pleasant Valley, Mary Morrisson, Northeast Academy, and Catherine Kolnaski) is cracked due to age and considered a health risk. It is no longer practical to do small repairs since the problem is escalating with the age of the schools. The cost of removal/abatement decreases with the size of the project.

Charles Barnum and Claude Chester abatement projects were completed over the past two summers. The plan for asbestos removal at Fitch High School and S.B. Butler has been developed by our Certified Asbestos Planner (Mystic Air Quality), with input from staff. The plan is to proceed with the removals based on the level of deterioration. Fitch High School will need a two year window to complete the necessary removal and replacement based on available funding. The professional cost estimate of $740,000 was partially approved in FY 16 and the balance of $370,000 is needed to complete the project. S.B. Butler would be the next project on the priority list. As the removal and replacement of Asbestos Containing materials from schools meets the criteria as a State Code Violation Project, the Butler project would be eligible as a reimbursable expense notwithstanding the fact that the intent is to take the school off-line in the near future.

Requested for FYE 18 are funds ($370,000) for Fitch High School.
Programmed for FYE 19 are funds ($408,000) for West Side Middle and ($400,000) for S. B. Butler.
Programmed for FYE 20 are funds ($405,000) for Cutler Middle.
Programmed for FYE 21 are funds ($114,000) for the Administration Building (which does impact a limited number of students). (CONTINUED ON 5B ADDENDUM)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	0	808	405	114			1327
D. Equipment								0
E. Other Costs								0
Total	C	0	808	405	114	0	0	1327

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $370,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
J) MARY MORRISSON	5) EDUCATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Studies undertaken by the Town Council and Board of Education agree that it is cost effective to keep Mary Morrisson in use. Continued use requires fire code and ADA accessibility compliance, window replacement, security upgrades, central air conditioning and ventilation (HVAC), plumbing and electrical upgrades, expansion of the parking lot, and replacement of temporary classrooms with a permanent addition. A request has been made to the Public Works Department to do the plans and specs for the parking/vehicle access project. PW has agreed to begin work on that this winter. The previous request for $80,000 is now reduced to $25,000 as the Town has no surveyor on staff and will need to hire an outside contractor for this portion of the work.

Requested for FYE 18 are funds ($25,000) for surveying contractor for parking/vehicle access.
Programmed for FYE 19 are funds ($420,000) for construction of parking. Also programmed for FYE 18 are funds ($100,000) for plans and specifications for HVAC and funds ($302,000) for HVAC construction.
Programmed for FYE 20 are funds ($314,000) for life safety code construction for which design work was funded in FYE 13 and ($132,000) for plans and specifications to address ADA issues.
Programmed for FYE 21 are funds ($374,000) for ADA construction and ($187,000) for plans and specifications for replacement of temporary classrooms with permanent space.
Programmed for FYE 22 are funds ($900,000) for permanent space construction and ($100,000) for plans and specifications for a replacement electrical system.
Programmed for FYE 23 are funds ($1,377,000) for electrical system construction.

State Department of Education Grants may reimburse approximately 50% of ADA project costs. The State requires local approval of entire project funding to apply for the grant. If CIP funding is approved, Groton Public Schools will apply and reimbursed funds will be returned to the Capital Reserve Fund.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 1 (reduce overall energy use) and Goal 2 (transition to renewable energy)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	C	0	100	132	187	100		519
B. Land and Right of Way								0
C. Construction	C		722	314	374	900	1377	3687
D. Equipment								0
E. Other Costs								0
Total	C	0	822	446	561	1000	1377	4206

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $25,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) SPICER HOUSE - PARKS AND RECREATION OFFICE	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The exterior of the Spicer House is deteriorating at an exponentially increasing rate. Previously approved funds were meant to address wood repairs and repaint all of the exterior surfaces. Although the entire exterior was abated of lead paint years ago, the shingles and trim were not replaced. Lead continues to leach from the wood, increasing the cost for any exterior work. The previously approved FYE15 funds ($45,000) were only sufficient to cover repairs and replacements of heavily damaged gutters, fascia and trim boards. Some structural damage had also occurred that needed to be repaired.

Requested for FYE 18 are funds ($90,000) to continue with replacement of additional damaged decorative trim and sections of shingle siding. Funds will be used to scrape and repaint the entire exterior of the house including all trim, exterior of windows, porch ceilings and columns.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								
C. Construction	C	0						0
D. Equipment								0
E. Other Costs								0
Total	C	0	0	0	0	0	0	0

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $90,000 to $0 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) TOWN HALL COMPLEX	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

With the addition of the closed Fitch Middle School (FMS), this site is now a municipal complex, where additional departments of the general government and the Board of Education could co-locate in spaces that function efficiently. Approved in FYE 15 were funds ($55,000) to hire professional consulting services to: 1) perform ADA and building code analysis; 2) conduct a physical condition assessment; 3) identify space needs for those departments that may move into the facility; and 4) provide a rough order of magnitude cost for the renovations to maximize use of the facilities at this site. Two options for reuse of FMS and Town Hall which would consolidate Town and Board of Education services were presented to the Town Council in August, 2015. The cost was considered too high ($18 million) and the Council directed staff to develop a more limited reuse plan.
Approved in FYE 16 were funds ($475,000) to address the roof issues found by the assessment. This has been completed. The Department requested in FYE 17 funds ($600,000) to complete repair of the code deficiencies in order to occupy the entire FMS building, allowing recreation programs to move from William Seely School. Only ($350,000) was approved and it was used to install fire protection systems and to replace the fire alarm system.

Requested for FYE 18 are funds ($300,000) to complete code modifications and ($100,000) to make renovations in preparation for moving the recreation programs from William Seely to Fitch Middle School. Parks and Recreation is requesting that the renovations include the creation of dance and fitness rooms, a central storage area and painting and retiling floors where the carpets were removed.

Programmed for FYE 19 are funds ($205,000) to address window and exterior issues with the A/B-Wing and to address the inadequate temperature control in the Judge of Probate area of Town Hall.

Programmed for FYE 20 are funds for window and exterior C-Wing work ($75,000). The programmed funds do not include any costs to modify the interiors of the building for any new use.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: Unknown until study has been completed
Sustainability Goals: Goal 1 (reduce overall energy use) and Goal 4 (adapt to climate change)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	300	205	75				580
D. Equipment								0
E. Other Costs								0
Total	C	300	205	75	0	0	0	580

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The RTM reduced this project from $400,000 to $300,000.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
K) GOLF COURSE FACILITIES - CLUB HOUSE	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Shennecossett club house is over 100 years old. Although much work has been completed such as window and door replacement in FYE 10 ($220,000), the oil tank replaced in FYE 11 ($70,000), and a new roof and foundation repairs made in FYE 12 ($200,000), the building's mechanical systems require replacement and alterations are required to address handicapped (ADA) accessibility to the existing male and female toilet facilities. The toilet facilities are only available when the restaurant is open. A plan is proposed to renovate the existing toilet rooms to provide the required accessibility and address the issues with the front ramp. The dirt crawl space contains asbestos. Maintenance workers are barred from entering the space unless trained in working in asbestos areas and in protective gear. We pay a premium price for plumbers and electricians to enter the area. The area needs to be encapsulated with concrete.

Requested for FYE 18 are funds ($30,000) for the encapsulation of the crawl space.

Programmed for FYE 19 are funds ($35,000) to create a plan for correcting building accessibility issues.

Programmed for FYE 20 are funds ($270,000) to make the required accessibility modifications and plan the HVAC work.

Programmed for FYE 21 are funds ($101,000) to make improvements to the HVAC, replace the existing rubber spike resistance tiles in the porch areas, and prepare plans for reconstruction of several parking lots.

Programmed for FYE 22 are funds ($55,000) for the materials to reconstruct several parking lots.

Programmed for FYE 23 are funds ($75,000) to address the south porch area and the cart building.

Engineering: Consultant
Construction: Contractor/In-house
Impact on operating budget: No impact
Sustainability Goals: Goal 1 (reduce overall energy use)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	C		35	25	10			70
B. Land and Right of Way								0
C. Construction	C	30		245	91	55	75	496
D. Equipment								0
E. Other Costs								0
Total	C	30	35	270	101	55	75	566

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
L) LEASED BUILDINGS	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The Town leases several of its facilities to outside agencies. Although the lessee is responsible for repairs, maintenance, and alterations, the Town is responsible for repairs to the building envelope and structure.

Noank Aquaculture Cooperative Corporation leases a 10,000 square foot building, docks, and land at 98 Main Street to conduct aquaculture operations. As part of the lease of the entire facility, they must provide office space and dockage for the Town's Shellfish Commission and the storage of small boats by the State Department of Agriculture. No work has been performed to the building envelope since 2006 when the Town took possession of the building from the State.

Groton Ambulance, located at 217 North Road, has leased the building and land since August 28, 1980. Public Works has been making required repairs, but the building is now of the age that the windows, and exterior wooden walls must be replaced. The driveway aprons, parking lot, and the driveway shared with Grasso Gardens must be repaved.

Thames Valley Council for Community Action (TVCCA) leases the three wooden structures located at 36, 38 and 40 Central Avenue. Public Works has been making required repairs, but again the buildings are of the age that the windows, roof and exterior wooden walls must be replaced.

Requested for FYE 18 are funds ($40,000) to resurface the shared driveway of Groton Ambulance with Grasso Gardens.

Programmed for FYE 19 are funds ($100,000) to replace the roof at the Noank Hatchery.

Programmed for FYE 20 are funds ($100,000) to replace windows, roofs and exterior walls at the TVCCA buildings.
Engineering: Consultant/In-house
Construction: Contractor
Impact on operating budget: No impact
Sustainability Goals: Goal 1 (reduce overall energy use)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction	C	40	100	100				240
D. Equipment								0
E. Other Costs								0
Total	C	40	100	100	0	0	0	240

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
N) FUEL TANK REPLACEMENT	6) PUBLIC BUILDINGS

DESCRIPTION/PURPOSE/JUSTIFICATION

The diesel and gasoline tanks at the Town Hall Annex complex refueling station are regulated under sections 22a-449(d)-1 and sections 22a-449(d) 101-113 of the Connecticut General Statutes. Life expectancy, as defined in these regulations, is the period of the manufacturer's corrosion or structural warranty. The two tanks are nearing the end of their permitted life of 30 years. Installed in 1989 along with the tanks were the canopy and fuel island. Each tank holds 10,000 gallons of product. This is the only refueling site for the Town, providing a monitored 24/7 operation with backup generator. It is also used by the Fire Districts, Groton Long Point, Paramedics, Ambulances and Board of Education maintenance vehicles, and in the past has been used as a backup refueling site for school buses. During catastrophic emergencies, it becomes a regional refueling site for emergency responders.

Requested for FYE 18 are funds ($45,000) for schematic design of the refueling station. Although a siting analysis will be completed, it is envisioned that due to current site constraints, the location of the facility will remain the same. The schematic design will select the location, the type of tank replacement (underground or above ground), tank monitoring equipment, dispensing, and canopy structure.

Programmed for FYE 19 are funds ($400,000) for the replacement of the tanks, associated equipment and structure.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: If not completed, fuel must be purchase on the open market (prices)
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	C	45						45
B. Land and Right of Way								
C. Construction	C		400					400
D. Equipment								
E. Other Costs								
Total	C	45	400	0	0	0	0	445

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) COMPUTER TECHNOLOGY ACQUISITION - SOFTWARE SYSTEMS	7) TECHNOLOGY

DESCRIPTION/PURPOSE/JUSTIFICATION

Many software systems have reached, or will soon reach, the end of their useful lives. In FYE 14, funds ($75,000) were appropriated to hire a consultant (ClientFirst) to undertake a comprehensive review and analysis of the Town's and Board of Education's internal operating processes, procedures, and software needs resulting in the May 2015 Enterprise Applications Master Plan. In FYE 16, funds ($380,400) were appropriated for a number of initiatives including Enterprise Resource Planning (ERP) System vendor selection, establishment of an IT Steering Committee and best practices, and development of a Police and Emergency Communications IT Master Plan. These initiatives have proceeded on schedule and on budget.

Requested for FYE 18 are funds ($1,189,000) to implement phase two of the Enterprise Application Master Plan for both the Town and the Board of Education, which includes ERP purchase (Finance/Accounting, Human Resources, Fixed Assets, Budget, Purchasing and Payroll), implementation, and project management; training and support; and sustainability planning for all major information technology systems.

Projected for FYE 19 through FYE 21 are costs associated with ongoing user training and support; continued implementation of the Enterprise Resource Planning (ERP) project; a GIS assessment and strategic plan; and implementation of a Electronic Document Management System (EDMS). Because this is a multi-year effort, additional costs in outlying years (FYE 19 through FYE 23 and beyond) will be identified for additional specific projects as they are prioritized.

Due to the nature of this project, all costs are being classified as "Other Costs".

Engineering: Not applicable
Construction: Not applicable
Impact on operating budget: TBD
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering								0
B. Land and Right of Way								0
C. Construction								0
D. Equipment								0
E. Other Costs	C	658	781	781	961			3181
Total	C	658	781	781	961	0	0	3181

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

The Town Council reduced this project from $1,189,000 to $658,000 and the RTM sustained this action.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) NATURAL GAS CONVERSIONS	9) ENERGY EFFICIENCY AND CONSERVATION

DESCRIPTION/PURPOSE/JUSTIFICATION

Public Works, in anticipation of a natural gas line being installed to Fitch High School, had conducted cost studies of the Town Hall Annex Complex in 2013 to convert boilers from fuel oil to natural gas. In addition, there is the upcoming requirement to replace several of the underground fuel oil tanks at the Annex Site as they are nearing their life expectancy. The conversions at the Annex site are viable due to Eversource's recent pipeline expansion on Groton Long Point Road and the installation of a service line and meter to the Parks Maintenance Building. The Town's agreement with Eversource requires one building at the Annex to be converted to natural gas within the next 5 years. Other Town buildings could be converted to gas as gas mains are already adjacent to these sites. Depending on the site, a conversion to natural gas requires boiler, burner and piping modifications or in some cases for older units, the replacement of the entire heating system to achieve maximum savings. If that site has an underground tank, there are statutory requirements to remove heating oil tank within one year of conversion. Buildings considered for conversion are:

1. Vehicle Maintenance (Highway Garage) Facility – Replace boiler, convert steam heat to hot water and remove the heating oil tank (required by April 2019).
2. Police Station - Convert burners to gas on newly installed boilers, remove heating oil tank (required by August 2024).
3. Library - Replace boilers, remove heating oil tank (required by August 2024).
4. Town Hall Annex - Convert burner to gas on newly installed boiler. Tank remains for generator.
5. Town Hall - Replace boiler and convert steam heat to hot water, remove heating oil tank.
6. Public Works Maintenance barn - Install hot air gas furnace, remove indoor tank.
7. Parks Maintenance building - Install hot air gas furnace as required by Eversource.
8. Human Services Building - Install gas furnace. Remove above ground tank
9. Animal Shelter - Convert burners to gas. Remove above ground tank.
10. Vehicle Storage Building - Convert heaters to gas. Remove propane tank. (CONTINUED ON 9A ADDENDUM)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	C	75						75
B. Land and Right of Way								0
C. Construction			TBD					TBD
D. Equipment								0
E. Other Costs								0
Total	C	75	TBD	0	0	0	0	75

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
A) SEWER LINE INFRASTRUCTURE REPAIR	10) WATER POLUTION CONTROL FACILITY

DESCRIPTION/PURPOSE/JUSTIFICATION

The wastewater collection system is experiencing deterioration in some of the larger diameter concrete collection piping and in concrete manholes. This project will address the need to repair/replace portions of the existing collection and discharge system as they are identified.

Requested for FYE 18 are funds ($50,000) to evaluate the main sewer interceptor between the Poquonnock River Pump Station and the WPCF Treatment Plant. The line and its associated manholes are aging, resulting in increasing intrusion from unwanted water sources such as rainwater, groundwater and occasional flood waters. Relining will restore watertight integrity to the line and structural rigidity to prevent collapse.
Programmed for FYE 19 are funds ($522,000) to line the main sewer interceptor between the Poquonnock River Pump Station and the WPCF Treatment Plant, ($11,000) to evaluate the interceptor between Toll Gate and Poquonnock Roads for relining, ($11,000) to evaluate grease reduction methods for the Northwest Interceptor, ($237,000) for odor control improvements and Hydrogen Sulfide reduction in the collection system and ($318,000) to reline laterals in the Brookside Area.
Programmed for FYE 20 are funds ($595,000) to line damaged piping in various areas of the Northwest Interceptor.
Programmed for FYE 21 are funds ($662,000) to evaluate and line damaged piping sections between the Beebe Cove and Mumford Cove pump stations.
Programmed for FYE 22 are funds ($825,000) to address the first phase of the project to address the prestressed concrete cylinder pipe in downtown Mystic.
Programmed for FYE 23 are funds ($775,000) for the second phase of construction to replace the transite and prestressed concrete cylinder pipe in downtown Mystic.

These projects will be approved by the Water Pollution Control Authority as part of their annual budget and are funded by the user fees collected.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: Reduction of inflow & infiltration (I & I) reduces overall operating costs
Sustainability Goals: Goal #1 (Reduce energy use)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	O	50	78	60	62	75	25	350
B. Land and Right of Way								0
C. Construction	O		1021	535	600	750	750	3656
D. Equipment								0
E. Other Costs								0
Total	O	50	1099	595	662	825	775	4006

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCD User Fees)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
B) PUMP STATIONS	10) WATER POLLUTION CONTROL AUTHORITY

DESCRIPTION/PURPOSE/JUSTIFICATION

Approved for FYE 17 were funds ($549,000) to replace critical operational valves at several pump stations, to replace the motor control center and Flomatchers at the Poquonnock Bridge pump station, and to replace the emergency generators at the Noank and Fieldcrest pump stations.

Requested for FYE 18 are funds ($601,000) for major electrical and mechanical modernization and replacement at the Gravel Street pump station. Additional funds ($50,000) are requested to supplement the FYE 16 funds ($79,000) allocated to replace the Emergency Generator at the Gravel Street pump station. Design is complete. Bid results were greater than funds approved. Project will be rebid in FYE 18.
Programmed for FYE 19 are funds ($1,479,000) for major electrical and mechanical modernization and replacement at the Goss Cover pump station.
Programmed for FYE 20 are funds ($616,000) for Mumford Cover pump station and ($453,000) for Beebe Cove pump station for major electrical and mechanical modernization and replacement.
Programmed for FYE 21 are funds ($1,850,000) for Little Gibraltar pump station major electrical and mechanical modernization and replacement.
Programmed for FYE 22 are funds ($110,000) for design services to address structural conditions (spalling, rebar failure, salt infiltration) at Little Gibraltar pump station.
Programmed for FYE 23 are funds (TBD) to address structural conditions at Little Gibraltar pump station.

These projects will be approved by the Water Pollution Control Authority as part of their annual budget and are funded by the user fees collected.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: Reduced maintenance costs
Sustainability Goals: Not applicable

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	O	60	148	107	187	110		612
B. Land and Right of Way								0
C. Construction	O	591	1331	962	1663		TBD	4547
D. Equipment								0
E. Other Costs								0
Total	O	651	1479	1069	1850	110	TBD	5159

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)

There were no changes made during budget deliberations.

CAPITAL IMPROVEMENT PROGRAM
PROJECT DETAIL

PROJECT	ACTIVITY/DEPARTMENT
C) TREATMENT FACILITY	10) WATER POLLUTION CONTROL FACILITY

DESCRIPTION/PURPOSE/JUSTIFICATION

Approved in FYE 17 were funds ($551,000) to replace the remaining Flomatchers controlling the raw sewage pumps with VFDs and to rehabilitate primary clarifier #2.

Requested for FYE 18 are funds ($553,000) to modify the sludge handling process at the WPCF. Introduction of additional dewatering techniques (centrifuging or belt press) will reduce the amount of sludge hauled offsite which is projected to reduce operating costs by approximately $100,000 annually. Previous studies have demonstrated the repayment period of this project to be 6 - 8 years. Additional funds ($115,000) are requested to supplement the FYE 16 funds ($32,000) allocated to separate Emergency Generator A from plant water cooling. Design is complete. Bid results were greater than funds approved. Project will be rebid in FYE 18.

Programmed for FYE 19 are funds ($132,000) for inspection and repair of air relief valves, diffusers, manholes, and piping throughout the WPCF and the Effluent Discharge Line and ($572,000) for modernization and rehabilitation of the laboratory.

Programmed for FYE 20 are funds ($319,000) to build a heavy equipment storage building; and ($500,000) to replace two aeration blowers at the end of service life.

Programmed for FYE 21 are funds ($387,000) to remove the incinerator and install a mezzanine operations building and ($100,000) for phase 1 of conversion of SCADA system and components to wireless communications.

These projects will be approved by the Water Pollution Control Authority as part of their annual budget and are funded by the user fees collected.

Engineering: Consultant
Construction: Contractor
Impact on operating budget: Reduced costs for hauling sludge
Sustainability Goals: Goal #1 (Reduce energy use)

RECOMMENDED FINANCING (000)

	Source of Funds*	Estimated Funding by Year						Total Estimated Cost
		FYE2018	FYE2019	FYE2020	FYE2021	FYE2022	FYE2023	
A. Planning and Engineering	O	52	85	32	49			218
B. Land and Right of Way								0
C. Construction	O	616	619	787	438			2460
D. Equipment								0
E. Other Costs								0
Total	O	668	704	819	487	0	0	2678

*Funding (C) Capital Reserve Fund (G) General Obligation Bonds (O) Other (WPCF User Fees)

There were no changes made during budget deliberations.

TOWN OF GROTON
FYE 2018 ADOPTED BUDGET

APPENDICES

Glossary
Acronyms
Accounts with Descriptions

TOWN OF GROTON, CONNECTICUT
GLOSSARY OF TERMS
FYE 2018

ACCOUNT - As used in expenditure classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, postage, equipment maintenance, overtime, etc.

ACCRUAL BASIS - a basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

ADJUSTED BUDGET - The original adopted budget plus any transfers or supplemental appropriations passed as of a certain date.

APPROPRIATION - An authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. Usually authorization is limited in the amount and the time in which it may be expended.

AREAS OF SERVICE - A group of related activities aimed at accomplishing a major service or program for which a governmental unit is responsible. Examples of Areas of Service are: General Government, Public Safety, Planning and Development, and Human Services.

ASSESSED VALUATION - A valuation set upon real estate or other property by a government as a basis for levying taxes. In Connecticut, the assessed value is currently set at seventy percent of appraised value.

BALANCED BUDGET - For all of its appropriated funds, the Town Manager submits budgets in which estimated expenditures equal estimated revenues and surplus (fund balance applied).

BENEFIT - A payment made or entitlement available in accordance with a labor agreement or contract.

BorrowIT CT FUND - A special revenue fund established to account for the revenues and expenses of State grants which are to be used for Library purposes only.

BUDGET - A plan of financial operation containing an estimate of proposed expenditures for a single fiscal year (July 1 through June 30) and the proposed means for financing them.

BUDGETARY BASIS - Refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.

BUDGET DOCUMENT - As defined by the Charter of the Town of Groton, not later than March 15th, the Manager files the proposed budget including a budget message outlining the financial policy of the Town Government which describes the important features of the plan indicating major changes from the current year and clearly summarizes the contents. This budget document includes:

- Actual revenues and expenditures during the past fiscal year, total estimated revenues and expenditures for the past fiscal year, Department's requests for expenditures for the ensuing fiscal year, and the Manager's recommendation of itemized revenues to be collected and amounts to be appropriated for the ensuing fiscal year.
- Statistical information to aid evaluation of proposed programs to determine appropriate levels of service.

CAPITAL ASSETS - Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and have an initial, individual cost of more than $10,000 and an estimated useful life in excess of two years.

CAPITAL BUDGET - A plan of proposed capital projects and the means of financing them for a current fiscal period. Examples include construction of a police station, establishing a new park.

CAPITAL IMPROVEMENT - A major improvement or betterment of a non-recurring nature to the physical plant of the municipality as differentiated from ordinary repairs or maintenance of a recurring nature (CSS Sec 8-160). Appropriations from this fund shall be made only for capital assets, projects or acquisitions of a non-recurring nature, with a cost of over $25,000 and with a useful life of over five years (GTO #179, 9-17-85).

CAPITAL RESERVE FUND - An account in which annual governmental fund appropriations are accumulated to fund multi-year capital projects.

CHARACTER OF EXPENDITURE - A grouping of expenditures on the basis of the nature of goods or services purchased, as follows:

A. Personnel Services - Direct payment to employees of wages and salaries and selected benefits through normal payroll procedures.
B. Operating Expense - Payment of ordinary and recurring operating expenses not otherwise classified.

CONTINGENCY - A budgetary reserve to provide for emergency and unanticipated expenditures.

COST CENTER - A specific area of work performed in carrying out department responsibilities. The Assessment Division (10133) is a cost center in the Finance Department Function (1013).

DEBT SERVICE - The amount of money required to pay the interest and principal of outstanding bonded debt.

DEPARTMENT - An organizational unit in which various services are managed.

ENCUMBRANCE – Legal commitments in the form of purchase orders or contracts which are chargeable to an appropriation and for which the part of the appropriation is reserved. The legal commitment ceases to be an encumbrance when paid or when an actual liability for payment is recorded.

EQUALIZED NET GRAND LIST (ENGL) – The estimate of the market value of all taxable property in a municipality. Municipalities revalue their Grand Lists based on schedules established by the CT General Assembly. Thus, there can be a marked difference between the market value of all property and the assessed value. The State of CT's Office of Policy and Management calculates the ENGL from sales and assessment ratio information and grand list reports filed by the municipality.

EXPENDITURES - This term designates the costs of goods delivered or services rendered, whether paid or unpaid, as well as provision for debt retirement and capital outlays.

FISCAL YEAR - A twelve month period of time to which the annual budget applies and at the end of which a governmental unit determines financial position and results of operations (July 1 through June 30).

FYE (Fiscal Year Ended) - Connecticut municipalities operate on the uniform fiscal year July 1 to June 30. A listing of "FYE 2018", means the fiscal year which began on July 1, 2017 and ends on June 30, 2018.

FLEET RESERVE FUND - A special revenue fund established to accumulate funds necessary to replace equipment and vehicles and to purchase fuel and parts.

FUNCTION - A grouping of expenditures on the basis of specific and distinct cost centers or services performed by a department.

FUND - An independent fiscal and accounting entity with a self balancing set of accounts, in which are recorded cash and/or other resources together with all related liabilities, obligations, reserves and equities. All funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE APPLIED - The amount of unreserved/undesignated fund balance that is used to balance a particular budget.

FUND BALANCE; UNRESERVED, UNDESIGNATED - The excess of assets of a governmental fund or trust fund over its liabilities and reserved fund balance accounts.

GAAP - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GENERAL FUND - All expenditures supported by general property taxes and other revenues designated for general governmental and educational purposes.

GENERAL OBLIGATION (GO) BONDS - Bonds that are secured by the Town's "full faith and credit" pledge to repay debt. GO bonds issued by the Town are repaid from taxes and other general revenue sources.

GOVERNMENTAL FUNDS – All funds and financing supported by general property taxes and other revenues designated for governmental and educational purposes.

GOVERNMENT SUBDIVISION - The Town of Groton has two political subdivisions, the City of Groton and the Groton Long Point Association. Seven additional special districts are organized units of government within the Town which also have separate governing bodies and taxing authority. The districts were established by the State legislature for specific purposes such as fire and police protection.

GRAND LIST - A total value of all taxable real estate, personal property and motor vehicles upon which the property tax levy is allocated among the property owners in the Town, the political subdivisions, the fire/special districts, and the sewer district.

INTERGOVERNMENTAL REVENUE - Revenue received from other governments (State, Federal) in the form of grants, shared revenues, or payments in lieu of taxes.

LEVY - The total amount of taxes imposed by a governmental unit.

LoCIP (Local Capital Improvement Program) - The amount of State funds provided as financial assistance to municipalities for eligible projects within its five-year capital improvement plan.

MILL RATE - The rate applied to assessed valuation to determine property taxes. The Town mill rate for the FYE 2018 Adopted Budget is 23.63 mills. A mill is the amount of tax paid for each $1,000 of assessed value and is $1.00 of tax for each $1,000 of assessed value. For the FYE 2018 budget, this means that $23.63 in property taxes must be paid for every $1,000 of assessed value of property.

MODIFIED ACCRUAL BASIS - The basis of accounting under which expenditures are recorded at the time liabilities are incurred and revenues are recorded when measurable and available to finance expenditures of the fiscal period.

OBLIGATIONS - Amounts which a governmental unit may be required legally to meet out of its resources. This includes actual liabilities and un-liquidated encumbrances.

OTHER POST EMPLOYMENT BENEFITS – (OPEB) Refers to post employment benefits other than pension benefits and includes post employment health care benefits, i.e., medical, dental, vision, hearing and other health-related benefits and other types of post employment benefits, i.e., life insurance, disability, long-term care and other benefits provided separately from a pension plan.

OPERATING EXPENSES - Expenditures for day-to-day operations, such as postage, materials and supplies, routine maintenance of equipment, professional development and travel.

ORDINANCE - A formal legislative enactment by the Council or governing body of a municipality which has full force and effect of law within the boundaries of the municipality to which it applies. A resolution differs from an ordinance in that it requires less legal formality and carries lower legal status.

PERSONNEL SERVICES - Cost related to compensating employees, including salaries and wages and benefits.

PILOT - Payment in lieu of taxes. Various grants received from the State of Connecticut.

REPRESENTATIVE TOWN MEETING (RTM) - An elected body of not more that forty-one (41) members who shall approve or amend budgets passed by the Town Council, accept or reject bonding ordinances and exercise other powers as granted under the State Statutes and the Town Charter.

RESERVE - An account which records a portion of fund balance which is legally segregated for some future use and which is, therefore, not available for further appropriation or expenditure.

REVENUE - This term designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, and do not represent contributions of fund capital.

SPECIAL REVENUE FUND - Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

SUBSIDY - An appropriation of funds from a government to aid in establishing or maintaining a service deemed advantageous to the public.

TRANSFER FROM OTHER FUNDS - Loans or transfer amounts made from one fund to another.

TRUST FUND - A fund separate from the General Fund used to account for assets held by the Town in a trustee capacity, e.g. the Spicer Trust Fund, Pension Fund.

TOWN OF GROTON, CONNECTICUT

ACRONYMS

FYE 2018

ACA	-Affordable Care Act
ACH	-Automated Clearing House
ACO	-Animal Control Officer
AFSCME	-American Federation of State, County and Municipal Employees
ARC	-Annual Required Contribution
BAA	-Board of Assessment Appeals
BRAC	-Base Realignment & Closure Commission
BOE	-Board of Education
CAFR	-Comprehensive Annual Financial Report
CCM	-Connecticut Conference of Municipalities
CDAC	-Community Development Advisory Committee
CEN	-Connecticut Education Network
CERC	-Connecticut Economic Resource Center
CGS	-Connecticut General Statutes
CHRO	-Connecticut Commission on Human Rights and Opportunities
CIA	-Community Investment Act
CILU	-Connecticut Independent Labor Union
CIP	-Capital Improvement Project
CO	-Certificate of Occupancy
COG	-Council of Governments
CRF	-Computer Replacement Fund
DARE	-Drug Abuse Resistance Education
DEEP	-Department of Energy & Environmental Protection
ECS	-Education Cost Sharing
EFT	-Electronic Funds Transfer
EMS	-Emergency Medical Service
ERP	-Enterprise Resource Planning
FEMA	-Federal Emergency Management Agency
FHS	-Fitch High School
FOI	-Freedom of Information
FTE	-Full Time Employee
FSC	-Family Support Center
FYE	-Fiscal Year End
GAAP	-Generally Accepted Accounting Principles
GASB	-Government Accounting Standards Board
GFOA	-Government Finance Officers Association
GIS	-Geographic Information System
GMEA	-Groton Municipal Employees Association
GMTV	-Groton Municipal Television
GSS	-Groton Social Services
HRIS	-Human Resources Information System
HAS	-Health Savings Account
IBNR	-Incurred but not Reported
ILS	-Integrated Library System
JRB	-Juvenile Review Board
LED	-Light emitting diode
LoCIP	-Local Capital Improvement Program
LLHD	-Ledge Light Health District
MASH	-Mystic Area Shelter & Hospitality
MBR	-Minimum Budget Requirement
MICR	-Magnetic Ink Character Recognition
MDT's	-Mobile Data Terminals
MOW	-Meals on Wheels

MRCC	-Medical Regional Communication Center
MSW	-Municipal Solid Waste
NPDES	-National Pollution Discharge Elimination System
NRMSIR	-Nationally Recognized Municipal Securities Information Repository
NRZ	-Neighborhood Revitalization Zone
OPDS	-Office of Planning & Development Services
OPEB	-Other Post-Employment Benefits
OPM	-Office of Policy & Management
PILOT	-Payment in Lieu of Taxes
POW	-Police Outside Work
RFP	-Request for Proposals
RTM	-Representative Town Meeting
SCCOG	-Southeastern Connecticut Council of Governments
SCRRRA	-Southeastern Connecticut Regional Resource Recovery Authority
SEAT	-Southeastern Area Transit
SEC	-Securities and Exchange Commission
SECTER	-Southeastern CT Enterprise Region
SLA	-State and Local Assistance
SLN	-Senior Learning Network
SNAP	-Supplemental Nutrition Assistance Program
SRO	-School Resource Officer
TIC	-Targeted Investment Communities
TVCCA	-Thames Valley Council for Community Action
USWA	-United Steelworkers of America
VNA	-Visiting Nurses Association
VOIP	-Voice Over Internet Protocol
WIC	-Woman, Infant and Children
WPCF	-Water Pollution Control Facility
YFS	-Youth & Family Services
YSB	-Youth Services Bureau

TOWN OF GROTON, CONNECTICUT
ACCOUNT NUMBERS WITH DESCRIPTIONS
FYE 2018

PERSONNEL SERVICES

5101 Regular Full Time Personnel
Employees working a minimum of 35 hours per week on a year-round basis.

5102 Part Time Personnel

a) **Part Time** - employees working less than twenty (20) hours per week year round or for recurring periods exceeding six-months (less than 1,027 hours per year).

b) **On Call Employees** - employees such as Dispatchers and Supernumeraries (Police Department) who are available on an as-needed basis.

c) **Temporary** – full-time employees hired in a regular classification for five (5) months or less (and/or as otherwise set forth in any Collective Bargaining Agreement) to replace a regular employee on leave or to accomplish a non-recurring project or assignment.

5103 Seasonal Personnel
Employees working part-time or full-time on a recurring basis for less than six (6) months in a calendar year (e.g. summer employees).

5104 Overtime Pay
Additional pay for hourly paid employees who work more than the normal number of hours in a pay period or day. This could usually be paid at straight, time and one-half or double times the normal hourly rate.

5105 Longevity Pay
Payments received based on one's length of employment with the Town beginning on an employee's anniversary date in accordance with their labor agreement.

5106 College Incentive Pay
Incentive payments made to Police Officers for college credit and/or degrees.

5107 Shift Replacement Overtime
Used by the Police Department to charge an officer's time when he/she is brought in on overtime to cover another officer's absence.

5109 Salary Adjustments
Normally, used to reflect salary adjustments paid out of a function budget for accrued vacation hours and a retiree's sick leave hours. Also used to account for salary adjustments that could bring about the elimination of positions and/or furlough days.

5110 Regular Part Time
Employees that work on a year round basis at least twenty but less than thirty-five hours per week. Generally are included in collective bargaining units.

5111 Premium Pay/Out of Class
Used to charge extra pay for work performed out of one's normal classification or as a premium pay for performing certain activities. In Police accounts, used when an officer cashes in accumulated paid holidays.

5112 Sick Incentive
Incentive for employees not to use sick leave. Police Officers are awarded one day's pay for each quarter no sick leave is taken. Employees affiliated with the GMEA receive a $50.00 payment for each quarter of perfect attendance. Depending on labor agreements, other employees who have sick leave accrued in excess of 200 days can have it converted to pay in the ratio of 3 sick day's equivalent to one day's pay.

5115 Shift Premium
Premium for working evening or night shift.

5116 Wage Continuation
Wages paid to an injured employee prior to a determination of workers compensation eligibility.

5117 Allowances
Payments made to an employee in lieu of furnishing a Town owned vehicle on a permanent basis for business purposes. Also included are payments made to employees (on a non-reimbursable basis) for meals, clothing, tools, fluids, etc. as per the labor agreements.

5119 Salary Reimbursement
Used to offset the home based salary expenditures when funds are expected to be received from outside sources.

5151 Social Security
Represents the Town's contribution of 6.2% on wages and up to $117,000 for Old Age Survivors and Disability (OASDI) and 1.45% on all wages for Medicare. The Town's police officers are exempt from OASDI but the Town contributes the Medicare portion on any officer hired after 1986.

5152 Retirement
Represents the amount that the Town contributes to the Pension Trust Fund based on an annual actuarial study.

5153 Health Insurance
Represents the amount that the Town contributes to the Health Insurance Trust Fund which pays the medical costs associated with the health insurance plans. This amount is net of employee co-payments.

5154 Unemployment Compensation
Represents payments made to the State for actual unemployment claims.

5155 Worker's Compensation
Represents the amount that the Town contributes to the Trust Fund based on an actuarial study.

5158 Life Insurance
Represents the amount that the Town contributes to the Health Insurance Trust Fund which pays the life insurance costs.

5159 Heart & Hypertension
Represents the contribution to the Trust Fund to pay for heart and hypertension benefits.

5160 Health-Retiree-Current
Represents the amount that the Town contributes to pay for the medical costs associated with retiree health insurance plans. This amount is net of retiree contributions.

5170 Other Post Employment Benefits (OPEB) Liability
Represents the amount that the Town contributes for future post employment benefits other than retirement.

OPERATING EXPENSES

5201 Postage/Printing/Advertising
Charges for postage, printing and advertising.

5210 Professional Development/Training
Expenses such as membership in professional associations, dues, professional subscriptions, costs of seminars and conferences including transportation, lodging and meals; reimbursement for interview expenses, tuition reimbursement.

5220 Utilities/Fuel/Mileage
Charges for fuel, mileage reimbursement, monthly telephone bills, lubricants, electricity, natural gas, water, sewer, waste disposal, and heating fuel.

5230 Payment/Contributions
Contributions and/or payments to hospitals, the State of Connecticut, subdivisions of the Town of Groton, outside agencies and grievance/arbitration settlements other than wage payments.

5240 Boards and Commissions
Appropriations to various boards and commissions such as Groton Arts Committees, Conservation Commission, Cable TV Advisory Committee, Veterans Memorial Committee, Community Events, Board of Assessment Appeals Expenses.

5260 Repairs & Maintenance – Facility/Equipment
Contractual costs of maintenance and repair of miscellaneous equipment and facilities. Also includes maintenance agreements/contracts on computer hardware, typewriters, telephones, etc. Minor office renovation and routine building maintenance.

5261 Software Maintenance Fees
Right to use software, right to updates, and telephone support. Software is never owned outright, a user is only licensed to use the software.

5280 Insurance/Risk Management
Premium costs for property and liability insurance. Bond costs.

5281 Occupational Health and Safety
Safety and health related equipment and services including OSHA-mandated training costs, commercial driver's license (CDL) physicals and drug and alcohol tests.

5285 Building/Property Damage
Accident expense/claim expense.

5289 Insurance Claim Payments
Payments made for claims not covered by insurance or below the deductible. Unemployment claims.

5290 Professional/Technical Services
Management consulting or professional services, engineering and architectural services, legal services, rentals and/or lease fees for buildings and equipment, commercial solid waste removal, oil/water and sludge disposal, temporary employment agencies, pre-employment physicals/drug/alcohol tests and instructors for classes. Expenses associated with the surplus equipment sale.

5300 Materials and Supplies
Agricultural supplies, sand, chemicals, salt, clothing, medical, recreational, electrical and communication supplies, construction supplies, food, clothing, awards and recognitions, admission fees, tickets, federally donated food, ammunition and electrical and mechanical equipment parts. Also includes meal allowances, books or manuals which are necessary in the operation of the department. Janitorial supplies, office supplies, building materials, tools, heating, ventilation, air conditioning and cooling (HVAC) supplies.

5310 Vehicle Operation and Maintenance
Expenditures for vehicles used to transport personnel or objects. Included here are motor vehicle and boat parts. Equipment that can travel under its own power is considered a vehicle.

5315 Vehicle Replacement Fee
This account is used to record the annual replacement cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle purchases.

5316 Vehicle Maintenance Fee
This account is used to record the annual maintenance cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle maintenance.

5317 Vehicle Fuel
This account is used to record the annual fuel cost of vehicles assigned to a department. These funds are accumulated in the Fleet Reserve Fund for vehicle fuel.

5318 Computer Replacement Fee
This account is used to record the annual contribution to the Computer Replacement Fund for the replacement of computers and printers assigned to departments and related network equipment.

5400 Equipment/Machinery & Furniture
Maintenance equipment, janitorial equipment, office equipment and furniture. Recreation, communication, and surveillance equipment. Capitalized machinery and equipment for physical plant operations.

5410 Computer Equipment
This account is used to purchase computer equipment not included in the Computer Replacement Fund such as Wireless routers, Uninterrupted battery backups (UPS), external hard drives, scanners, digital cameras, phone headsets, etc. as well as desktop software such as Adobe Cloud subscription, crystal reports and Dreamweaver. The annual software fees will be added to the departments 5261 or 5290 account. The initial purchase of computers and printers that will be later included in the Computer Replacement Fund is also charged here.

5420 Vehicles
All purchases of new vehicles.

5450 Debt Service
This account is used by the General Fund, Golf Course Fund and possibly other special funds for debt service payments.

5460 Reserve Fund/Equipment
This account is used by the General Fund, Golf Course Fund and possibly other special funds as a reserve account for major purchases to take place in future years.

5499 Contingency
This account is used by the General Fund, and Other Funds as a reserve for budgeted items which cost more than anticipated.

5600 Human Services Accounts
The 5600 series of accounts are expenses associated with providing General Assistance to qualified applicants.